SEPTEMBER 1959 2s. 3d.

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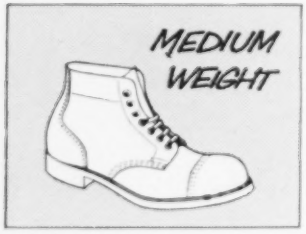

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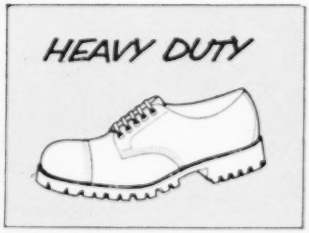

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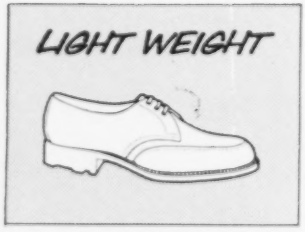

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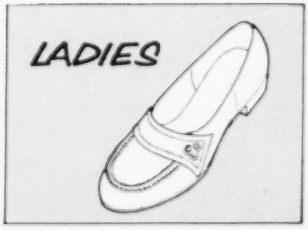

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Personnel Management and Methods

WELFARE · SAFETY · HEALTH · CATERING · EFFICIENCY

SEPTEMBER, 1959

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MANAGEMENT DIARY FOR OCTOBER

COLLEGE OF PRODUCTION TECHNOLOGY (Ashford, Kent)

Residential Courses

5-9 Five-day course in foremanship
19-23 Five-day method study course
26-30 Five-day course: work study, mechanical handling and human relations.

External Courses

6-7 **London.** Two-day conference dealing with automation in the factory and the office
13-14 **London.** Two-day course on persuasion techniques in business and the professions
20-21 **London.** Two-day conference on quality and cost control
20-21 **Leeds.** Two-day human relations course.

INDUSTRIAL WELFARE SOCIETY

Non-residential courses and conferences at Robert Hyde House

1 Speaking successfully in business and in public. The first in a series of ten sessions for executives and management trainees. The course starts on this date and will continue on successive Thursdays until December 3
5 An afternoon meeting to look at " What firms are doing today about the visiting party." The lecture will be based on the results of a recent IWS survey
8 One-day conference for chargehands and potential chargehands with papers and discussion on factory organisation, communication and teamwork
13 One-day course for receptionists and reception telephonists designed to give hints on making the most of the job, being helpful and informed, and good appearance
14-15 Two-day course for office supervisors that deals with practical aspects of the job: new methods, handling situations, and discussion of case studies
19 The first of four consecutive Monday meetings designed to keep retailers up-to-date with current trends in staff management and kindred subjects: staff relations, work simplification, training and American practice
20-21 Discussion-group leading and chairmanship. An introductory course for managers, personnel and training officers and all those concerned with meetings
20-22 Industrial and factory law
26-30 Increasing efficiency and improving work relations. A course for junior executives and management trainees: to provide them with a broader understanding of factors involved in securing concerted endeavour and greater efficiency.

Meetings Outside London

1 **Bristol.** Presentation of 10 new sound filmstrips to assist training officers. Topics covered: materials handling, packaging, counter sales, customer satisfaction, etc.
6 **Sheffield.** A course for junior managers and foremen dealing with safety and the law, discipline, communication, morale and human relations
8 **Manchester.** Discussion on the nature and implications of the recent National Insurance Act which becomes operative in 1961
8 **Birmingham.** Presentation of 10 new sound filmstrips for training officers
14 **Leeds.** One-day course, mainly for personnel managers, accountants and other executives, on the financial position of employees' food services and on trends in policy and management
15 **Hull.** John Marsh, Director of the TWS, will hold an informal reception and short meeting for industrial management to give them a picture of the work, scope and services of the Society
19-23 **Dorking.** Four-day residential course for catering supervisors

INSTITUTE OF INDUSTRIAL SUPERVISORS

Weekend Residential Courses

2-4 **Droitwich.** Human relations. A course that gives special consideration to problems in human relationships that every foreman must be able to solve
2-4 **Bridge of Allan.** Industrial relations, industrial law: a summary by examples of the formal procedures governing relationships between workers' representatives, trades unions, employers and the State
2-4 **Buxton.** The practice of communication: a syndicate exercise to give supervisors the chance of thinking about the basic skills needed to get new ideas launched in a manufacturing company
9-11 **Scarborough.** The practice of supervisory management: an exchange of experience and ideas about the job of being responsible for the work of other people
9-11 **Stratford.** The foreman and cost reduction: a course leading to the understanding of how expenditures are classified and controlled
16-18 **Stratford.** Work study for supervisory management: an introductory course
16-18 **Bridge of Allan.** Human relations: consideration of problems of human relationships
23-25 **Buxton.** Organizing for production: examination of the foreman's role in managing men, materials and resources
23-25 **Bournemouth.** Economic background for the foreman: discussion of current economic situation and how it affects management
23-25 **Droitwich.** Weighing up people and jobs
30-Nov 1 **Droitwich.** Industrial relations, industrial law.

INSTITUTE OF PERSONNEL MANAGEMENT

9 **Harrogate.** Four one-day courses: training of sales representatives, staff planning and recruitment, wage incentive schemes, and the role of the personnel officer in wage negotiations
9-11 **Harrogate.** National Conference
26-30 **Manchester.** Five-day residential course: staff management and training in retail distribution.

LOUGHBOROUGH COLLEGE OF TECHNOLOGY

19-30 Work measurement—advanced techniques: included in the course will be discussion of current developments concerned with the conduct of formal relations between trades unions and management

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

5-16 Intelligence testing: test construction, interpretation of results, and instruction in the giving and marking of four tests—two for shop floor or routine clerical jobs, and two for more senior office work or junior management positions
19-23 Selection preliminaries: job study methods, framing and placing of advertisements, design and use of application forms, factors to consider in short-listing candidates, forms of testimonials and references and their value

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Courses in London

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8-9, 15-16 Successful speaking
15-16 Two-day letter writing course for sales correspondents and secretaries
19-23 Management communications
26-30 Communications: advertising and public relations executives.

Courses Outside London

14-16 **Manchester.** Letter and report writing
21-23 **Nottingham.** Letter and report writing.

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6 **Morecambe and Heysham.** One-day industrial safety conference and equipment exhibition. Papers: legal and moral responsibilities of management, the supervisor's responsibility, design for safety and safety salesmanship.

URCHFONT MANOR (Devizes, Wilts)

12-17 Women at work: course for women supervisors in factories and offices
16-21 Background to modern industrial practice: course for specialists with professional or technical qualifications who may reach executive or managerial positions
19-24 The human factor in production: course for factory foremen, chargehands and union representatives

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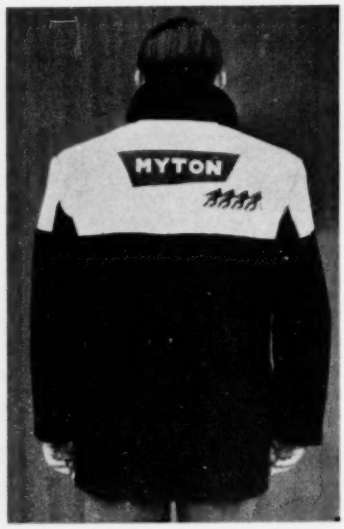

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NEWS NAMES NOTES

RECENT STATISTICS indicate a substantial rise in the proportion of administrative, technical and clerical employees in relation to operatives in Britain's manufacturing industries. Since 1948, the total number of employees in these industries has grown by 900,000—600,000 of them being in the administrative, technical and clerical grades.

HUMAN RELATIONS and personnel work in America and Canada will be studied by Mr. Eric Moonman, Human Relations Adviser to the British Institute of Management, during his two-month visit to those countries. Sponsored by the European Productivity Agency, Mr. Moonman's tour will include "Key Executive", the highest-paid executive course in America, Harvard Graduate School of Business Administration, the Institute of Human Communications, the Wellcome Foundation, and the Institute of Industrial Relations, California. Whilst in Canada he will give a paper on human relations to the 1,200 delegates attending the 1959 International Systems Meeting, Toronto. Other speakers at this meeting include the Hon. Lester B. Pearson, leader of the Liberal Party of Canada, and the Reverend Norman Rawson, pastor of St. James United Church, Montreal.

Mr. Eric Moonman

AN OPPORTUNITY for the study of social research problems arising in different countries, and for a wide exchange of views on the growth of these sciences (industrial sociology and psychology), was afforded by a recent meeting organised by the European Productivity Agency in Paris. In the light of their experience, delegates have recommended further meetings on a European scale for the study of specific problems (absenteeism, the structure of the firm, function of the foreman, etc.). They also support the exchange of specialists in training, research, etc., plus the need for financing social programmes in European industry. The culmination of this preliminary work will be a conference on the lines of the one held recently in Zurich on ergonomics.

OF PARTICULAR VALUE to local training officers is the Audio-Visual Science Centre of the London County Council's Wandsworth Technical College. Especially interesting is the two-year course on photographic techniques which will deal with the production of slides, preparation

2 GOGGLES

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of picture scripts and master cards for filmstrip projection, the treatment and scripts for cinema films, photographic techniques of 16 mm. cinema photography, cutting and editing film, and photography for industrial and advertising purposes. This course will normally be undertaken after an initial year's training in basic photography: cameras, lenses, shutters, lighting, exposure, printing, etc. Enrolment dates for day classes: September 14-18; for evening classes, September 21-25.

WAGES PAID BY CHEQUE will be one of the issues to come under the consideration of a committee, set up by the Minister of Labour, to look into the conditions of the Truck Acts (1831-1940), and related legislation. Recent conclusions on this subject have indicated that, although these Acts contain many useful safeguards for workers, they might also prevent employers from introducing reward schemes that would benefit their employees.

ONLY HALF THE PROVISIONS of the recent Factories Act will be brought into operation on December 1. The reason for delaying the remainder is that in certain spheres, especially those covering washing facilities, cleanliness, dangerous substances, etc., employers will need more time to make the necessary preparations. Other provisions will also involve further consultation with local authorities and the factory inspectorate.

MR. C. P. JONES, until recently Director of the Rolls-Royce Aero Engine Division and general manager of the Derby Group of factories, has been appointed Industrial Relations Adviser to the Company. Mr. Jones received the MBE in 1946, has been with Rolls-Royce since 1919, and is actively interested in the local and national Employers' Association and similar organisations.

This Month's Cover

In the park of the Palais des Nations, Geneva, David A. Morse (centre), director-general of the International Labour Organisation, stands with two delegates to their annual Conference.

Unlike the League of Nations, the Foreign Ministers' Conference and other prominent visitors to Geneva, this gathering is regularly successful. For instance, in 1959 the Conference resolved (1) to urge all ILO member states to develop "well-rounded and adequate youth policies"; (2) to recommend participation by the ILO in the proposed International Health and Medical Year; (3) to encourage the expansion of the ILO's operational activities; and (4) to review the extent of participation of less developed countries in all the activities of the ILO.

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IFC.7050	A Communications Primer	Colour	2	£4.0.0.	Not available for outright purchase	20 mins.
IF.3954	All I Need is a Conference	B/W	3	£4.0.0.	£60.0.0.	30 mins.
IF.3710	First Impressions	B/W	1	£1.0.0.	£14.0.0.	10 mins.
IF.3779	The Inner Man Steps Out	B/W	3	£4.0.0.	£60.0.0.	27 mins.
IFC.7049	Production $118	Colour	3	£5.0.0.	Not available for outright purchase	30 mins.
IF.3711	Supervise With Care	B/W	1	£1.0.0.	£14.0.0.	13 mins.

**First day's hire. Reduced 50% for each subsequent day*

PERSONNEL MANAGEMENT IN PRACTICE

WHEN fourteen Members of Parliament made a tour of the five Lancashire factories of **Leyland Motors Ltd.** recently, they were officially welcomed by the chairman, **Sir Henry Spurrier.**

In his speech, Sir Henry referred to the company's Apprentices Training Scheme which (together with the Day Continuation School run by the firm), had been in existence for 40 years. He added that *"it has always been the company's policy to fill appointments from personnel within the factory and most of the executive positions are held by men who have 'come up through the funnel'."*

The capacity of the Leyland factories is at present sufficient to supply the requirements of all heavy-duty transport in the home market—although 60 per cent of their vehicle output is now shipped abroad.

TWO years ago, the **Provincial Insurance Company** outlined a plan for an employee-shareholding scheme. At first, those responsible for the innovation were thinking of including between forty and fifty senior officials but, after considering a convincing case from management, the top planners decided greatly to enlarge the scheme's scope.

This summer, at the close of the first application date, well over 40,000 shares have been applied for—and this figure covers 150 people, which is a good percentage of those eligible to enter the scheme. Today, the chairman of Provincial Insurance, **Mr. Peter F. Scott,** can say that *"it is clear from the number of shares taken up, as well as from the number of first participants, that this scheme meets the needs of men and women of the Provincial who want now—or who want in the future—to be identified in this way with the company's progress."*

AN incentive scheme was inaugurated by the **Parker Pen Company** of Newhaven, Sussex, in June 1958 and, as a result, a 60 per cent increase in productivity has been recorded in the finishing and assembly department.

A major problem had been the peak-period demands on the department. Maximum overtime and the part-time assistance of former employees only just fulfilled quotas. It was decided to apply an incentive scheme in order to speed production—with the result that only three months later, with working methods unchanged, *19 per cent less staff were producing 30 per cent more* than the previous year's peak production. Average earnings were increased from between 30 to 35 per cent.

Previously, divided into 10 categories based on age, experience and dependability, operatives earned a flat hourly wage varied only by merit allowances. To induce greater group effort, the new scheme was based on a common hourly rate selected from the lower end of the merit scale. This bonus rate is based on the standard hour of 60 minutes of measured work, rest and personal needs—together equal to a total of 100 per cent performance. After three weeks' application, average performance rose from 51 to 85 and is now running at between 95 and 100. The foreman's bonus is also determined by material usage and labour costs in relation to output.

Mr. L. J. King, managing director, says that there has been no redundancy. *"Any surplus in personnel has been absorbed by vacancies in other departments which would have been filled normally by recruitment".*

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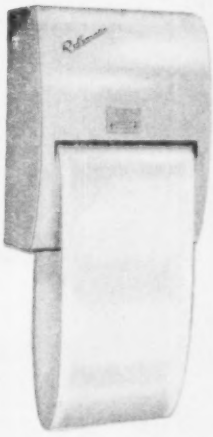

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DH109

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You know that doctors are inoculating children to make them immune from Poliomyelitis and it is especially desirable that this immunisation campaign should be vigorously pursued and as widely extended as possible. But common sense methods of hygiene, as a further protection against Polio, should not be ignored.

The Poliomyelitis virus is found in large numbers in the intestinal tracts of people suffering from the disease. But "*a large proportion of the virus hosts are symptomless carriers*".*

These carriers are often quite unaware of the presence of the virus and unaffected by the disease themselves; but they can unwittingly infect others who may then develop the disease. Flies and bluebottles are, of course, also distributors of Polio virus and dangerous germs in general.

You can help considerably by insisting on high standards of hygiene in your Offices and Factories. The washing of hands before meals and after going to the toilet is *most important*. And constant war should be waged on flies.

As shown by the World Health Organisation's Technical Report, oxidising agents are the most effective chemical disinfectants against the Polio virus. *Domestos is an extremely powerful oxidising agent.*

It is therefore a sensible precaution to use Domestos for cleaning and disinfecting all surfaces in kitchens, canteens—wherever food is handled and prepared; in dustbins and waste containers; and in all lavatories and urinals.

Send for Publication No. 98 which gives detailed instructions for use.

* "Topical Aspects of Poliomyelitis". "Journal of the Royal Society of Health" Dec. 1956

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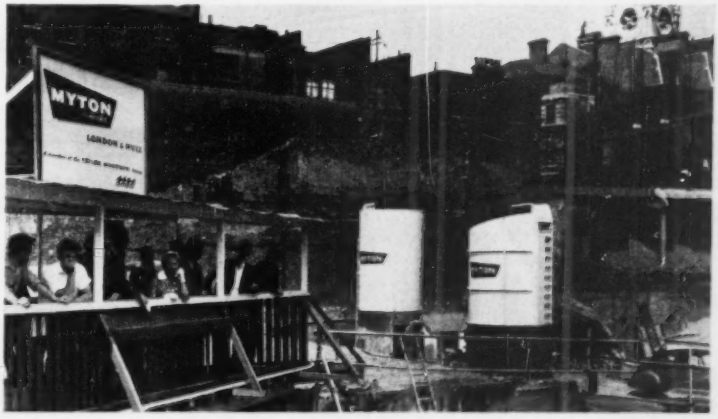
PERSONNEL MANAGEMENT IN PRACTICE

'COMMUNITY relations in the heart of London' could be the title of this curious scene on Ludgate Hill. A spacious public observation platform has been erected on which there are now five telephones. Mrs. John Hanson (wife of the managing director of the construction firm, Myton Ltd.), is 'listening-in' to a two-minute recording she made, giving the history of the site and the progress made.



FACTORY workers can spend years in one department without having any clear idea of what goes on "next door". Sometimes they are unaware of just how their own efforts contribute to the completed product.

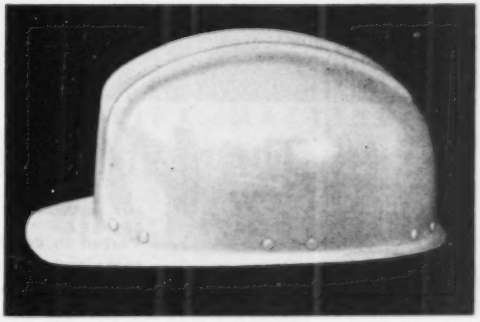
Conscious of this lack of communication, the management of **Stork Margarine Works** at Bromborough have developed an effective way of "putting their people in the picture". Their method is simple and they do not claim that it has any novelty.

Each month a group of employees is invited to tour the works and see what the other fellows are doing. Afterwards they are told of current personnel policies, and reminded of the many facilities the Company offers. These "Information Days" dispel that uncertain feeling of being "out on a limb", turn possible criticism of one department by another into appreciation and, above all, promote that understanding which comes from the knowledge of "playing a part in a team".

IN the Services, practically no N.C.O.s and few officers can expect to be retained up to the normal age of retirement in civilian life. Between July, 1957, and March, 1959, nearly 11,000 regular officers had left the Services.

The **Resettlement Advisory Board** has made a great success of officer resettlement, partly because there are basic similarities between the duties of an officer and the duties of a leader in industry. The Board says that a good number of these men are capable of filling junior and middle management posts—after suitable induction and proper training. It seems that even the right man with wide experience is the better for correct grooming.

For Strength Comfort Lightness



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PERSONNEL MANAGEMENT IN PRACTICE

"The problem of 'the bulge' is not in the main one of employment—it is one of training."

THIS comment on an acute temporary problem of extreme interest to personnel managers was made by **Sir Godfrey H. Ince, GCB, KBE,** president of BACIE.

Speaking at the annual meeting of the North Eastern Industrial and Development Association in July, Sir Godfrey offered three suggestions based on the findings of the Carr Committee. The first was the need for a wide extension of training in industry. In his opinion, this could only be achieved by *increased training by many more firms,* which must necessarily be the smaller firms because 80 per cent of the firms in the country employ less than 400 workers.

The second issue of importance is the necessity for a re-examination of existing training practices to introduce increased flexibility. By a relaxation of the rigidity in the maximum age of entry into apprenticeship, young persons who stay longer at school and those who make a wrong initial choice of employment could start at a later age. Sir Godfrey recommended that *we should have no maximum age of entry.*

Thirdly, he declared that the period and content of apprenticeship want a complete overhaul; and the system has to be brought up-to-date to meet *the needs and changing structure of modern industry.*

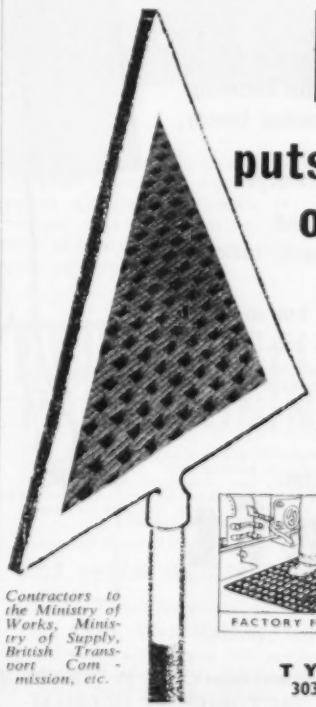
HOW do you stabilize your staff procedure when the company itself is always rapidly growing and changing? That is one of the questions posed by **Mr. P. R. Clark,** staff manager of the **Marley Group,** who is inclined to think some of his problems must be unique. Here is an international group of Companies constantly branching out into fresh fields. With such a diversity of activity and territory, the staff problems are often completely unrelated to each other.

While the aim of Mr. Clark and his Company is towards maintaining a uniform staff policy, both home and oversea, expansion abroad brings its own particular shade of grey to a staff manager's hair. His department is continually faced with a demand for "good" and "better" men to work in various countries. This in itself could be a temptation to select the *almost* best but, comments Peter Clark, *"We work on the policy of selecting only the very best. Some of our applicants may have felt that we have been a little too selective at times—but there it is. We can only advertise, interview and appoint in what we honestly believe to be the best ways".* And what are the best ways?

Their advertising policy is no different in its intention from that of any other firm—to attract the right man and to restrict the number of applicants to the type one is looking for. In practice, "we try to see that the general appearance of the advertisement is first-class, aimed at the right applicants, and that its size and cost is related to the magnitude of the job being advertised".

The interviewing technique is "standard" and might be considered old-fashioned but in their opinion it produces results. "We believe strongly in the man-to-man interview, enabling us to establish direct contact with the applicant in conditions and surroundings which help him to speak freely. Selection would not be so efficient without the aid of an application form which, revised over the years, extracts from the candidate all the aspects of his background and experience, assisting the interviewer to arrive at a conclusion without too much difficulty".

Mr. Clark seems to have got his problems well in sight. But, of course, tomorrow he might find that his Company has entered another country, gone into another branch of industry—which is why he tends to think that you *cannot* stabilize your staff procedure in a growing concern.



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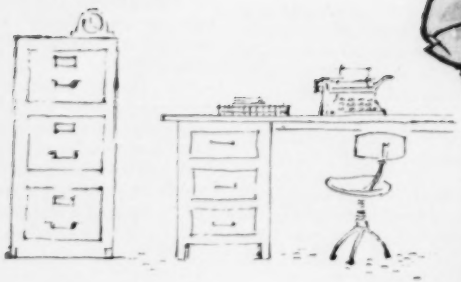

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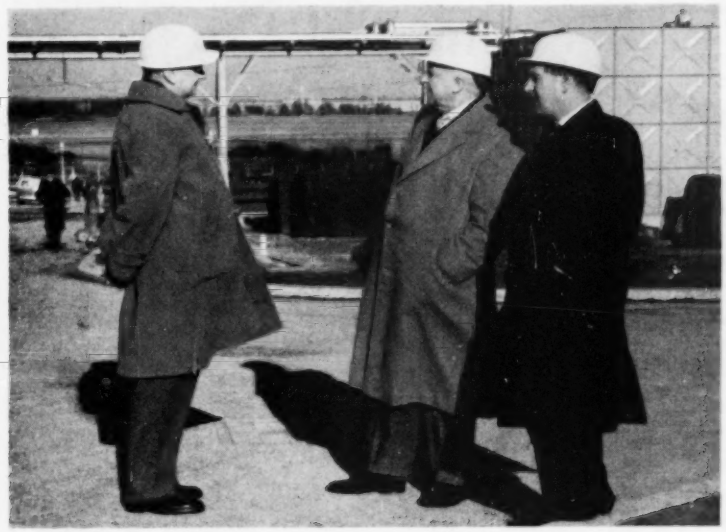
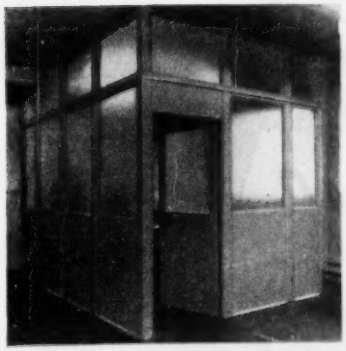
PERSONNEL MANAGEMENT IN PRACTICE



Safety by Example

Top management at the Fawley Works of Monsanto Chemicals Limited practice accident prevention for all to see. Sir Miles Thomas (centre), Company chairman, is escorted by the works manager and the director of development and market research around a site where no-one is admitted without the necessary protective headgear.



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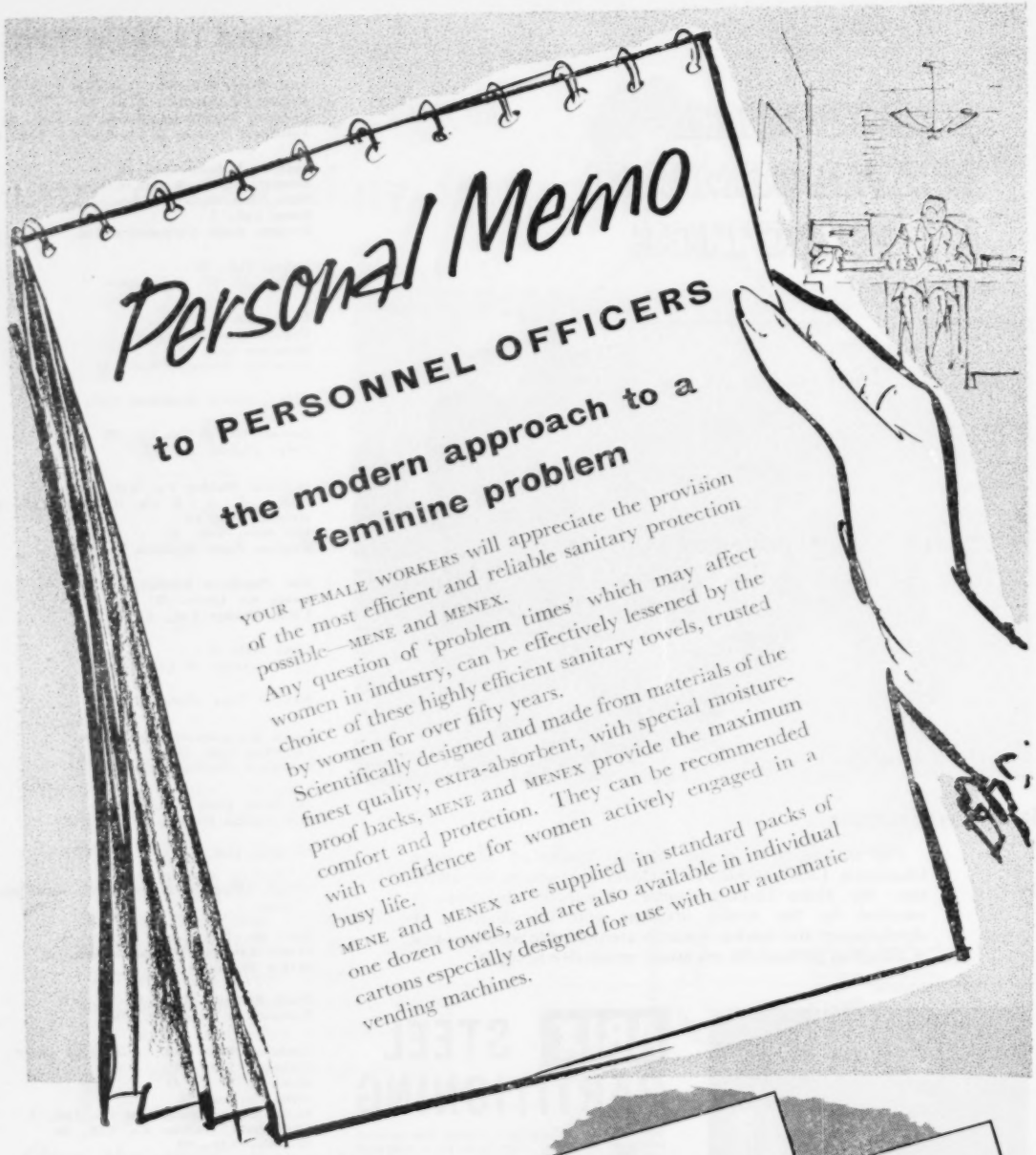
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to PERSONNEL OFFICERS
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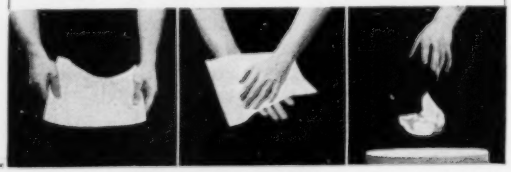

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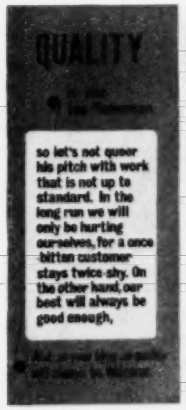
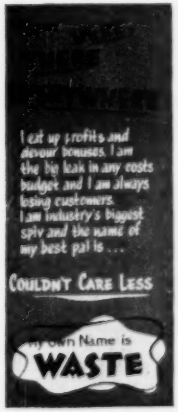

QUALITY
so let's not queer his pitch with work that is not up to standard. In the long run we will only be hurting ourselves, for a once bitten customer stays twice shy. On the other hand, our best will always be good enough,


I eat up profits and devour bonuses. I am the big leak in any costs budget and I am always losing customers. I am industry's biggest spiv and the name of my best pal is ...
COULDN'T CARE LESS
My own Name is
WASTE

The above are examples of posters in our QUALITY and WASTE chapters. There are 20 chapters covering, among others subjects, SALES, QUALITY, WASTE, GOOD HOUSEKEEPING, TEAMWORK, COMPETITION, ABSENTEEISM, YOUR IDEAS AND COSTS, etc.

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As an executive, your job keeps reminding you of this economic fact of life. But what about the people on the shop floor. By virtue of the job they do, they too are part of the sales force. Yet in the nature of things, they don't get the chance to see so much of the picture as you.

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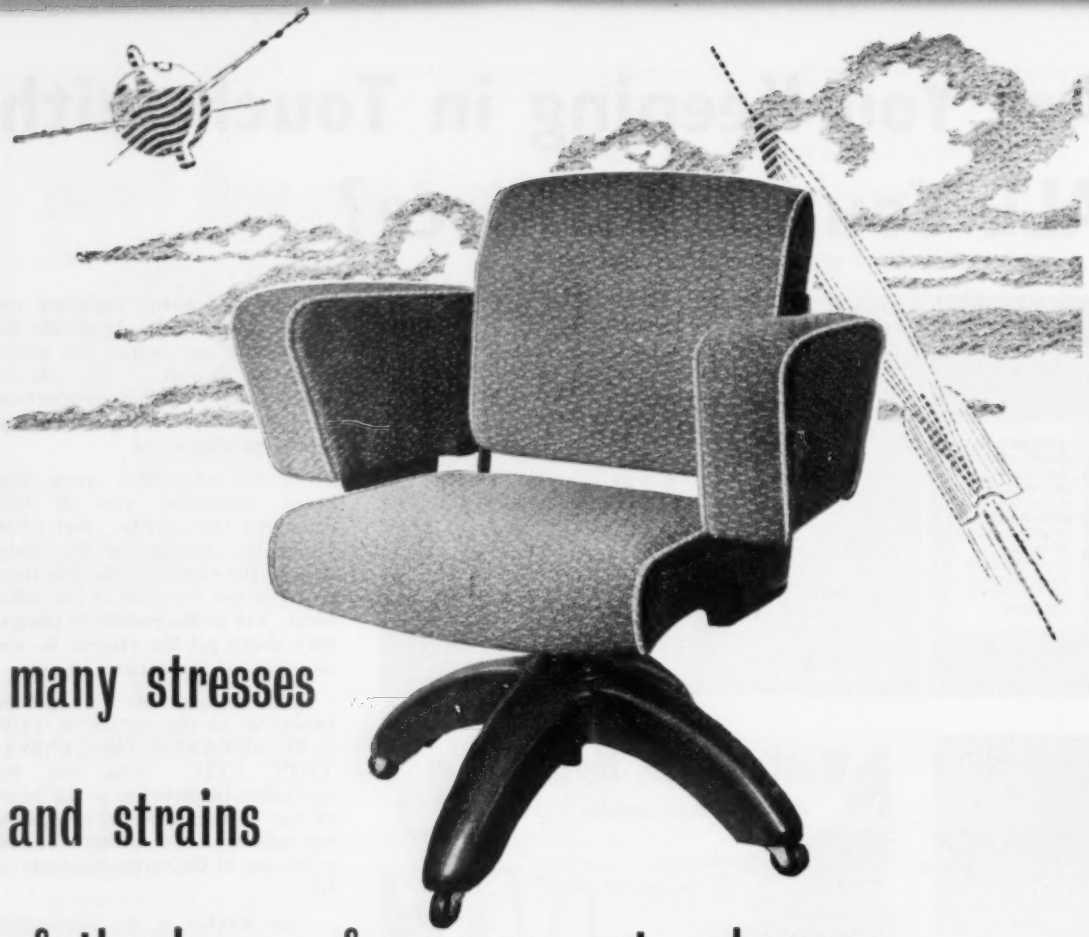

many stresses and strains of the human frame are yet unknown

. . . but for a quarter of a century, Tan-Sad have been solving the problems of posture and its effect on health and efficiency in the workaday world. Tan-Sad Posture Seating is essential to office and industrial workers alike— let us tell you how posture seating can aid your production.

The answer to everyday fatigue in Industry and Commerce is

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Tel : CHAncery 9231-7

by D. E. Greenhalgh*

The Quiet Revolution

Part 1—Use of light and colour in industry

Nearly all work involves the eyes, and any measure that reduces eye-strain is to be encouraged. Industrial managements who invest in a generous level of lighting and a suitable interior colour scheme can expect rapid returns in the following ways:

Higher productivity—easier seeing means quicker seeing and less fatigue

Absenteeism and labour-turnover are reduced—cheerful and stimulating surroundings produce a more contented staff

Accident rates fall because hazards are more obvious, and there is greater alertness

A higher standard of mechanical maintenance of plant will therefore be attained—light colours show up dirt and enable operatives to take more pride in their tools.

* *The author of this article is an engineer with the British Lighting Council. Part 2 will be devoted to the use of light and colour in offices*

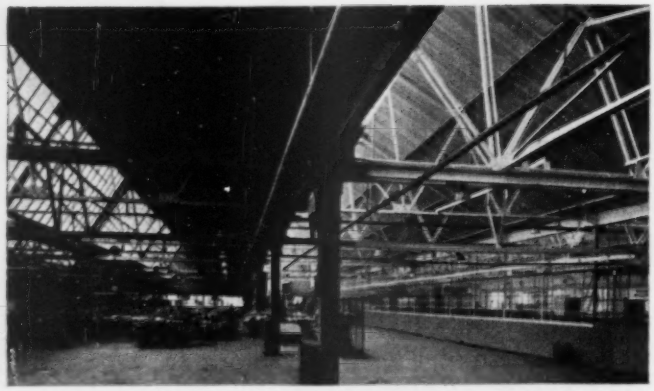
THE difference between lighting and good lighting is that the former permits vision of a sort, whereas the latter not only makes vision easy but also puts the viewer in the right frame of mind for doing whatever job he is committed to. Whether it is provided by natural or artificial means, the lighting for a particular job is not good unless there is enough of it, from the right direction, with the right shadow quality and the right colour—and free from glare.

These items alone are enough to make the lighting designer's work difficult. Add the complications that people are not machines but have feelings of their own (which do not necessarily correspond with those of their fellows); that they do not and will not work well unless they are feeling reasonably happy; *that their mood is largely determined by what they see;* and that how things look to them depends mainly on the combined effect of the lighting and the decorative scheme—and it will be clear that industrial lighting is not best tackled by someone without the necessary training and experience. The amateur is an expensive luxury.

Selection of Colour for Decoration

Colours for decoration fall into three groups: cool, warm, and neutral. The cool colours—blues and greens— give the impression of restfulness and space. The warm colours —reds and oranges—suggest warmth and friendliness. The neutral shades—black, white and greys—should be used as contrast or background to the other colours.

So far as the main structural surfaces of the interior are concerned, the lighter colours used in decorating, the brighter the place will look, and the more efficient the lighting system will become. But dead white is generally considered too austere, and a very light warm or cool tint is usually to be preferred. There is an obvious demand to use glossy paint for these surfaces, mainly because it is assumed to stay cleaner longer and to be easier to clean when soiled. Whether this is true or not, glossy paint suffers from the disadvantage that it very seldom looks as it is expected to appear, owing to the mirror-like reflection of other objects in the gloss. Generally it appears darker than expected, except for highlights — reflections of lamps or lighting fittings—which are a great deal too bright for comfort. So far as a designed appearance is concerned, a



Workers in the factory bay on the right will certainly appreciate the matt paint which guarantees brightness from every angle

Colour reduces accident risks. The inside of this lathe chuck-guard is painted to be noticeable when raised
G.E.C. PHOTO

Planned artificial lighting can succeed completely if known principles are followed

matt paint, or at least an egg-shell finish, is much more satisfactory.

It is common to find that, for practical reasons, the wall surface up to a height of about five feet is painted in a darker tone than the remainder of the wall; but as this lower section is often very much in the operative's normal view, the choice of colour for it should be made with care. It should be borne in mind that, if the operative is doing a job which necessitates a more or less horizontal line of sight, the division between light and dark wall surfaces may be a distracting influence if it comes right behind what he is trying to see.

Floors are unlikely to be *decorated*, other than with white traffic lane boundaries which strictly come within the safety colour category. However, the lighter colours on the floor are better from the points of both light reflection and dirt detection. The effectiveness of a light coloured floor will, of course, be directly dependent upon the density of plant installed and the type of dust-preventing finish applied in the case of concrete floors. A number of these preparations are unfortunately dark in colour and semi-glossy when applied.

Colour should not be confined to the interior structural surfaces of the building, which only provide the background to the line of sight. It is the machines and tools which form the centre of visual interest and which need at least an equal amount of decorative attention, especially if they are close together. Machines invariably require a protective finish, and for many years their manufacturers have used dark grey and green paints for this purpose. However, *lighter colour paints can be just as corrosion and rust-proof;* but in common with wall finishes they must be of matt texture if glare from reflections in curved surfaces is to be minimized.

In the case of machinery decoration, the advantages of light colours can be exploited even further by using a two-tone scheme. Machine working areas and control handles should ideally be in a colour such as light buff that contrasts both with the rest of the machine and with the material being worked. The colour of the machine body would be chosen to suit the other decorations, and should preferably be greyed, as large areas of clear colour can become irritating in time.

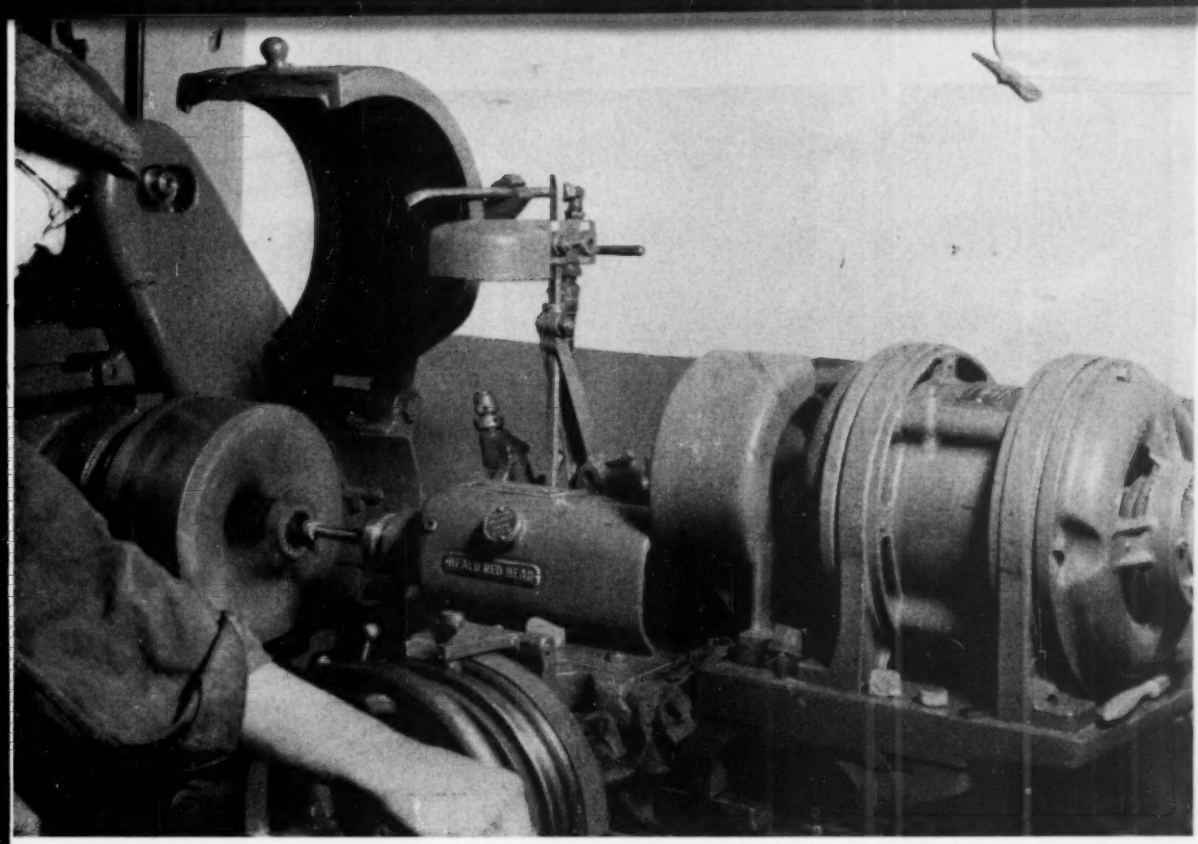
(Two publications which provide further useful general information on this subject are British Standard B.S.2660, "Colours for Building and Decorative Paints"; and the British Colour Council's "Colour and Lighting in Factories and Offices."

Artificial Background

If for any reason a suitable compromise between the colour, or perhaps type of finish, of a wall area forming a background and of a working area cannot be found, a simple solution is to erect a local artificial background, made of a suitable material such as hardboard, with its woven surface towards the working area in question, and painted with a matt or egg-shell finish.

Safety and Identification Colours

Bright, strong colours should be used only for purposes of identification and warning. For instance, if the inside of an equipment casing or a machinery guard is painted in striped yellow and black, it is made very obvious when the casing or guard is open and ought to be closed.



Reference should be made to *B.S.2929*, "Safety Colours for use in Industry", whilst *B.S.1710* "Colour Identification of Pipe Lines," specifies the colours to be used in marking bands to denote the contents of pipes, conduits, etc. (The colours nominated in the above Standards are themselves the subject of a further British Standard *B.S.381C.*)

Natural or Artificial Light?

Without light there is no vision and no colour. But what sort of light is to be provided? Broadly speaking, factories built before the war featured the "north-light" type of roof, whereas many post-war structures are multi-storey because, with present site values, it is generally cheaper to build upwards than to spread sideways. Of course, there are plenty of windows to let in free daylight.

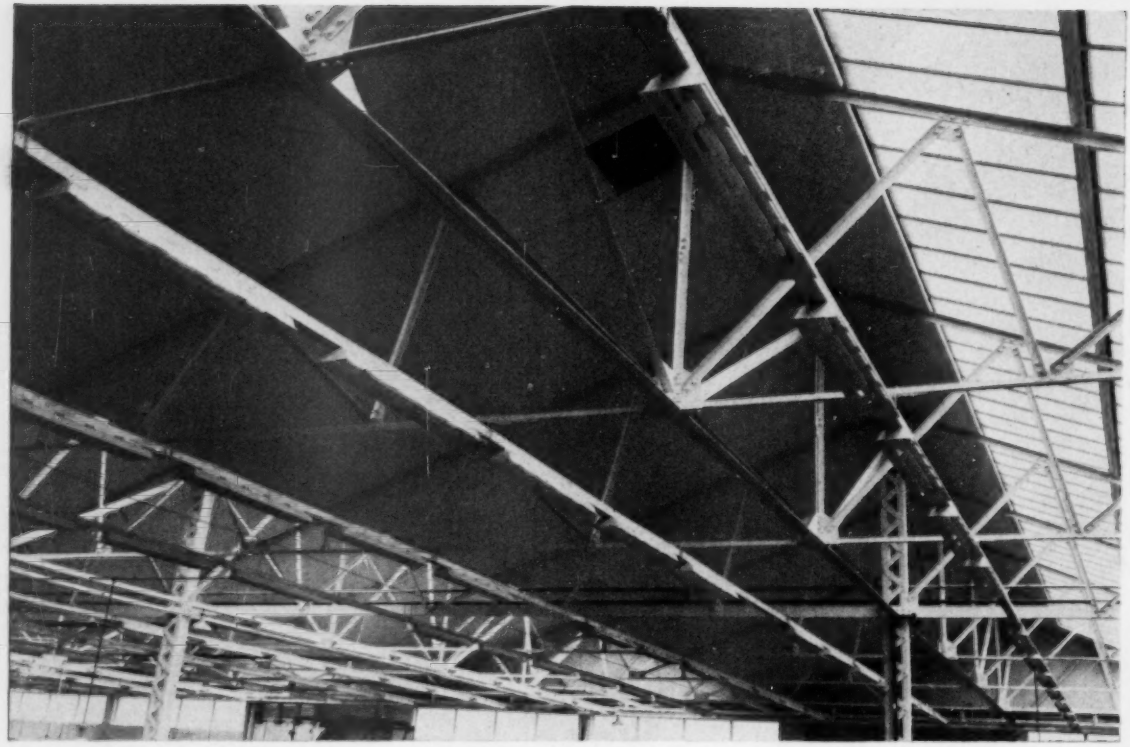
But now a change is coming, or at least a change of thought. Architects and others concerned with building are beginning to wonder whether the eventual owners of these premises are going to be able to afford this "free" daylight, especially when it comes through roof-lights. *Roof-lights themselves and the structural provision for them are expensive.* They have to be kept clean; they let in too much heat in summer and let out too much of the product of the heating system in the winter; and they are naturally useless after dark. Building Research Digest 109 quotes an example where elimination of roof-lights *saves annually, in heating and in structure costs, five times as much as the extra expenditure incurred by having to make greater use of electric light.* Free daylight from overhead is obviously a myth, and side windows (to be discussed in the next article), have their disadvantages too so that, as time passes, greater reliance will be placed on artificial sources for the major contribution of light for longer periods of the working day.

Lamps

Clearly, lamps of high efficiency in terms of light output per watt will become more desirable than ever from the economic point of view. Ordinary filament lamps used alone, it seems, are likely to disappear from the industrial scene except for occasional short period application in such places as stock rooms; "atomic" lamps to give a useful amount of light are years away at least, even if they eventually arrive; so that the present-day discharge and fluorescent lamps, with such improvements as can be made from time to time, must surely be the standard light sources for the immediate future.

Plain Mercury discharge lamps have been with us for twenty-five years and are still used alone, chiefly in situations where the process is dirty—foundries, etc.—and where they can be mounted at considerable heights. In these conditions they are very economical, and their poor colour is no disadvantage either to the work or to such decoration colours as there may be. However, a better colour of light is generally required and can be secured either by adding light from filament lamps (usually about a 50/50 mixture), or by using the colour-corrected type of Mercury lamp, the present-day version of which is a vast improvement on its pre-war counterpart.

At medium and low mounting heights, the economic advantage passes to the tubular fluorescent type, from which a choice can be made of tubes having either exceptionally



Simple "trunking" attached to the bottom ties of roof trusses ensures clean fitting and adequate illumination

high efficiency or exceptionally good colour. Where accurate colour judgment is required, as in dye works or in some foodstuff plants, the "Colour-matching" or "Northlight" tubes, which closely correspond to strips of outdoor daylight, are likely to be the obvious choice; but for most industrial purposes one of the high efficiency types—"Daylight", "White", "Warm White"—are chosen on economic grounds. Any slight colour deficiencies that they may have should be considered immaterial. Of these, the "Daylight" most closely resembles out-door daylight in appearance, and is, therefore, popular for situations where electric light is used more to supplement daylight than on its own.

Any of the denominations of fluorescent tube mentioned above can safely be used with any normal industrial colour scheme, with the possible exception that yellow-green colours tend to become emphasized under the "Daylight" tube. Blues will show very well under "Colour Matching"/"Northlight" tubes, but become greyed beneath ordinary filament-lamp lighting. Plain Mercury lamps can hardly be considered in connection with any critically chosen decorative scheme, but the colour-corrected type will give results comparable with the "Daylight" tube.

Trunking

The most recent significant advance in industrial lighting technique has been the introduction of trunking. This consists of lengths of box girders joined to form continuous runs to which fittings are attached. The trunking requires to be supported or suspended only at relatively wide intervals, and it eliminates the sometimes heavy cost of individual fitting suspensions. It carries all lighting wiring and necessary ancillary gear, and in some instances can also accommodate or carry wiring for other electrical services. The general level of illumination then depends on the mounting height of trunking, its spacing between runs, the size and number of lamps in each fitting, and the distance between the centres of the fittings. Moreover, the addition or removal of fittings is so simple that the installation becomes very flexible to deal with changing requirements.

The change most likely to be required is towards more light. Even though, with modern sources, electric light costs much less than before the Second World War, some industrial managements still appear to be satisfied so long as the minimum legal requirements of the Factories Acts are met. However, managements in general no longer regard electric lighting simply as an unavoidable expense. They are beginning to use it as the economic tool it really is. Illumination levels of 30 lm/ft^2 are already commonplace, 50 lm/ft^2 is not unusual, and well over 100 lm/ft^2 is accepted as being necessary for highly critical jobs. Whatever level is looked on now as something rather special will certainly cause no eyebrows to be raised in three or four years' time, for the use of good lighting grows by example.

RIGHT SIDE OF THE LAW

by COUNSEL

Picketing—the legal position

PICKETING is a feature of almost every industrial dispute. There are few matters connected with industrial strife which arouse more ill feeling and irritation, often culminating in ugly incidents and accusations against the police. The law must take some of the blame for this unhappy state of affairs. Where feelings run so high, it is of the utmost importance that the law should be clear, definite and easily understood. Unfortunately, this is not so.

The position is largely governed by two Acts: *the Trade Disputes Act (1906), and the Conspiracy and Protection of Property Act (1875).* It is the former Act which legalises peaceful picketing declaring *"that it shall be lawful for one or more persons acting on their own behalf or on behalf of a Trade Union or individual employer or firm, in contemplation or furtherance of a trade dispute, to attend at or near a house or place where a person resides, works, carries on business or happens to be if they do so merely for the purpose of peacefully obtaining or communicating information or of peacefully persuading any person to work or abstain from working".*

Illegal Compulsion

Before we consider this, let us look at the other Act as the two should be read in conjunction. Briefly, the 1875 Act provides that anyone is guilty of an offence who tries to compel any other person to do or not do any act which that person may legally do; or persistently follows him from place to place (violence and threats are not necessary); who hides or in any way interferes with his tools or property; watches or besets his house or place of work, or follows him with two or more persons in a disorderly manner through any street or road.

As the two Acts must be taken together, the difficult question often arises: *when can a person be said to be lawfully attending near a house or place under the 1906 Act or watching or besetting under the 1875 Act?* Obviously, the answer will depend very much on the point of view, and even an impartial bystander may not find it easy to decide. In good faith, one side may claim that all they are doing is picketing peacefully; while the other may declare their premises are being beset and people are being compelled to forgo their legal right to work. *This is particularly hard for the police who are expected to foresee and prevent disturbances and have an overriding responsibility for keeping the peace.*

The following matters should be appreciated in connection with the 1906 Act. The Act is not confined to Trade Unions or their members. The words *"acting . . . . in contemplation or furtherance"*, are wide and cover practically any form of help or encouragement given to the parties to the dispute including the time when they are making their plans, and may cover an act intended to prevent the dispute. The dispute must be definite and actually taking place or impending and it may be between employers and workmen or between the workmen themselves. (This is important in the case of inter-union disputes.) It is also important to notice that to be a trade dispute, the dispute must be about the employment, non-employment, terms of employment or labour conditions of a person or persons.

Apparently there is no limit to the length of time during which picketing may take place, and it may be carried out in any public place. Therefore, it has been held that the section did not reasonably apply to pickets who walked up and down outside an employer's works, followed the employer about and stood outside his house.

Pickets must not interfere with ordinary persons on their lawful business or obstruct traffic or pedestrians and they are not entitled to trespass on private property. Therefore, pickets have no right to picket inside a factory or works and stay-in strikers are trespassers. The "peaceful persuading" must be confined to persuasion to stop or continue working.

For example, in a recent case in Eire *(Brendan Dunne v. Fitzpatrick)* arising under the *Trade Disputes Act 1906*, a Company's employees were paid a basic wage and received a bonus calculated on the net yearly profits. The employees, at their own suggestion, worked late one day a week to improve trade and increase profits. The Company and its employees were asked by a Trade Union to stop this practice and they refused. Thereupon, members of the Union, carrying placards, urging customers to go to trade-union shops paraded outside the Company's premises in large numbers.

Law and Opinion

The Company claimed damages for conspiracy and sought an injunction to stop the Union holding such parades. The Court said that the agreement to work late hours related to conditions of employment, and consequently the dispute to which it had given rise was a trade dispute within the meaning of the 1906 Act. But, the Court continued, picketing in unreasonably large numbers could not be said to be merely for the purpose of peacefully obtaining or communicating information, nor were the pickets entitled to recommend the public to support other firms. Therefore, the Court awarded damages and granted the injunction. This case is a good example of picketing activities become unlawful through straying outside the somewhat narrow limits of the 1906 Act. In London, recently, a metropolitan magistrate upheld the contention of the police that in particular circumstances only one picket could be allowed outside the premises of a firm involved in an industrial dispute.

As these cases show, the law needs much clarification from the Courts. It is a pity that the position is not more definite but the question has, of course, been bedevilled by politics. Amending legislation, therefore, would probably be both difficult to frame and highly controversial.

Rehabilitation—a service based on effective training

by Dr. E. E. Lieber
MEDICAL OFFICER,
MICROCELL GROUP OF COMPANIES

EVEN during the years following the First World War, rehabilitation was still the Cinderella of the medical services; but with the passing of time, its development has been rapid. Experience has shown clearly that the techniques and principles of rehabilitation have to be applied very soon after the occurrence of sickness or injury. This has accelerated the changes, reduced and, in many cases, prevented absences through sickness, or unemployment due to disability.

To define rehabilitation: it is the process of re-equipping the disabled for remunerative employment, and for resuming their places as useful members of the community. This frequently involves the provision of an artificial limb, a course of training or a change of occupation. But in recent years increasing importance has been attached to the uses of rehabilitation as a preventive measure, especially after it was realised that prolonged immobilisation, arising out of a long period of illness or severe injury might produce a physical condition which can be countered only by active physical means. To this end, various rehabilitation committees were set up to deal with these problems.

Eleven years ago, the Ministry of Labour set up Industrial Rehabilitation Units at Birmingham, Coventry and Felling-upon-Tyne. (Incidentally, the Medical Research Council has set up a research unit in the Birmingham Accident Hospital, to study the methods of treatment applicable to industry.) These units were soon followed by others in industrial areas; and there are now fifteen industrial research units throughout Great Britain.

Egham is the only fully residential

In this glorious Devon setting, patients at St. Loyes College for Rehabilitation are prepared for re-entry to industrial life

centre but others, such as the Leicester unit, are partly residential; and wherever necessary, lodgings are found for those attending the day centres. Over 10,000 men and women of all ages enter these units every year, after illness or injury—or even after long spells of unemployment. The majority are in need of courses not only for *physical* rehabilitation but for help in regaining confidence in their ability to obtain and hold down a job.

Teamwork. Developments in the work of rehabilitation have been increasingly concerned with these problems of re-adjustment and vocational assessment. Each unit has a team of experts led by a medical officer and including a personnel officer, an industrial psychologist, a disablement resettlement officer and a social worker. The supervisors are craftsmen or people who have acquired special skills in training disabled persons. The workshops are equipped and run on modern lines. It should be emphasized that no attempt is made to train a man or woman for any particular trade, but only to assess his or her capabilities for various types of work. Courses are planned for individual needs and usually last from two to three months. Maintenance allowances are paid according to age, sex, responsibility for dependants and the cost of maintaining the home while attending the units. The aim constantly in view is to keep the patient free from anxiety, especially about his personal and financial affairs, so that he may benefit to the full from the facilities offered.

Voluntary bodies, such as the British Council for Rehabilitation, play their part in supplementing the work done by the disablement rehabilitation units and, in particular, by providing correspondence courses for long-term hospital patients, enabling them to take up studies to prepare them for full-time training when they are discharged. These studies help to preserve the patients' interest and keep alive their hopes for the future in the face of the monotony and frustration of a long stay in hospital.

In 1944, the Disabled Persons (Employment) Act was passed, in which the first principle was that any disability medical or surgical, constitutes a claim upon the State for assistance in the form of financial help or treatment and rehabilitation, so that the disabled person can be reinstated in useful work. The Act defines a Disabled Person as one who *"on account of injury, disease or congenital deformity is substantially handicapped in obtaining or keeping employment or in undertaking work of a kind which, apart from that injury disease or deformity, would be suited to his age, experience and qualifications"*.

Such people are entitled to apply for registration and, if accepted as disabled, they are assisted in various ways by the Ministry of Labour and National Service. The fact that all disabled persons are placed upon a register shows the high degree of importance attached to this problem.

Legislation. In order to be accepted as a Registered Disabled Person there are certain conditions which must be fulfilled. Disablement must have lasted, or be likely to last, for at least six months, and the applicant must be ordinarily resident in Great Britain and, of course, the requisite medical evidence must support the application. Employers are required to engage a proportion of Registered Disabled Persons. This usually amounts to 3 per cent in every undertaking where 20 or more persons are employed. The extent of the task of fitting these people satisfactorily into industry will be appreciated if I mention that there are normally about 80,000 names on the Register.

Separate obligations. Industrial undertakings are coming more and more to realise that the care of the individual worker, his protection from hazards and the proper measures for his physical and mental rehabilitation—as well as the financial care of his family during his period of incapacity or retraining—are matters of vital importance for the national economy. *It is a responsibility of personnel management to play a part in the supervision of the sick or injured employee when he returns to work.* In larger firms, personnel management and medical services work in close collaboration; while in smaller industrial units where no welfare or personnel officer exists, supervision becomes the direct responsibility of the works manager. Since the majority of firms come into this category—over 50 per cent of factory workers are employed in units of 250 or less—the education of those responsible for carrying out the programme of rehabilitation is becoming increasingly important.

The principles governing techniques employed in physical and psychological function after any serious illness are fundamentally the same. For example, with burns we may say that the recovery of physical function is hastened by early movement when accompanied by physiotherapy and light occupational therapy. Also, the modern treatment of neurosis is dependent on a combination of psychotherapy and expert rehabilitation technique. Many of the mental disorders formerly treated by narcosis, insulin or electric shock therapy improve on a balanced programme of physical exercise, team games and selective occupational therapy.

This is by no means the sum of the examples of rehabilitation; many others can be cited, such as the re-education of patients who have lost limbs, the special treatment of the blind, and the remedial exercises and handicrafts in the treatment of chronic arthritis.

The goal. The main purpose of rehabilitation is not attained at the hospital door, nor at the door of the factory when the patient reports back for duty. It is reached only when he has recovered from his physical incapacity, or has been so successfully retrained for a more suitable vocation that he can hold down his new job without undue risk of relapse. The duty of everyone concerned is to see a man through from hospital ward to a suitable occupation in life. Resettlement is, in the main, an industrial matter, and to that end Disablement Rehabilitation Officers, who have undergone special training, have been appointed to all principal Ministry of Labour offices. They visit hospitals and interview patients likely to require vocational training.

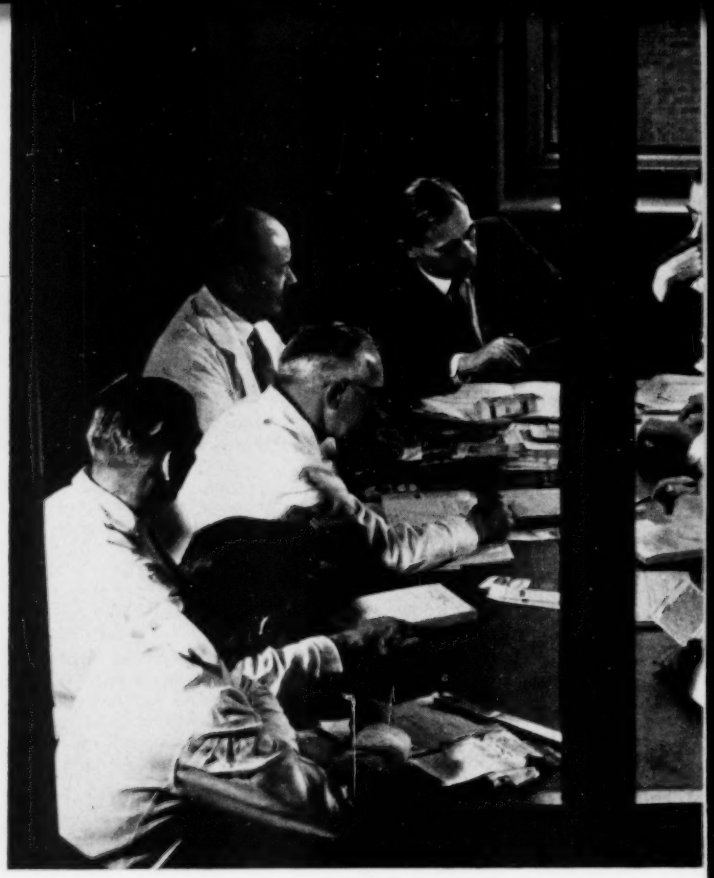
In conclusion, I can do no better than quote this extract from the Ministry of Health circular H.M. (58) 57:

> *"Rehabilitation is not to be regarded as the application of special techniques, and still less as a separate medical or other speciality, but above all as a constituent part of the thought and action of all those who are concerned with the treatment of patients and the restoration of disabled persons to their utmost capacity"*.

Keeping in Touch

Joint consultation, shop stewards and partisan interests

by E. G. Robinson



THE growth of formal joint consultation derives to a great extent from the accretion of comparatively small companies to large organisations with centralised and remotely placed managements. Worker participation in the affairs of the employing body through consultative councils or committees has already justified itself by bringing a contribution of experience from shop-floor and general office. But by providing an official link between the rank and file of workers and higher management, consultative bodies have a usefulness beyond this. They can be the means by which managements know how employees are thinking and feeling—a barometer of an importance not apparent in the smaller businesses where the climate of opinion is felt throughout, or, at least, in which an accurate census of opinion can be more easily obtained.

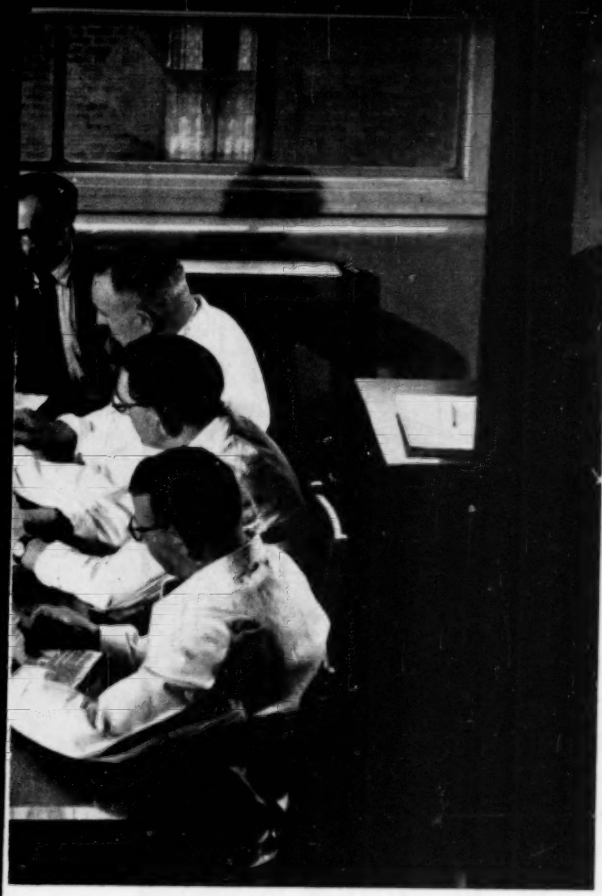
The Finger and the Pulse. A good manager will want to know what those who look to him for leadership are thinking and what their feelings are likely to be about alterations in an order of things they have already accepted. He will *need* to know if he is to bring about any changes of attitude that may be necessary. In military affairs these attitudes are dignified by a style of their own — morale.

During his nocturnal wanderings incognito, around his encampment on the eve of battle, Shakespeare's Henry V was assessing his chances of victory against a numerically superior enemy. His hope lay in the morale of his men and his aim was to improve it. The eve of a battle is late in the day for any adjustments of understanding that may seem to be necessary and not every leader is capable of such uplifting oratory as the Bard put into Henry's mouth. The idea of a managing director, suitably disguised in overalls, circulating among his workmen may not be entirely displeasing—nor unrewarding as a method—but it is unlikely to appeal to all managements.

Nor is it likely to be as successful a device as more orthodox methods of keeping in touch such as the use of the established consultative machinery meeting at regular intervals.

Forging Unity. All leadership depends on the consent of those led. And the success of any enterprise will hinge on whether such consent is given for "fear of hell or aiming to be blest", or because of mutual understanding and trust between the leader and his men. A shop steward, for example, is not necessarily the best man to consult with management but it is natural that he may be picked by his workmates to do so because of trade union loyalties and his record as a negotiator. He may even be seen by some as a champion of labour and steadfast against the bosses; but it is just this kind of thinking that has to be changed.

Consultative councils can serve their purpose only when their objective is recognised as the ultimate good of the



A works conference
PICTURE BY WALTER NURNBERG AT THE FACTORY OF TILLOTSONS (LIVERPOOL) LTD.

organisation and when partisan interests are subjugated to this end.

Management Support. If employees have chosen a sensible and popular man, they will have done well for themselves and for their employers. The views of a person able to judge correctly the temper and problems of the men for whom he speaks are invaluable to both sides on any committee representing employer and workers. However, his usefulness would not rest there; far from being a passive reporter of shop-floor attitudes, he would reduce the possibility of those attitudes being based on false premisses by his ability correctly to interpret and explain the employer's position. For this reporting he should be given every assistance by being dealt with frankly by management representatives who should be alive to the value to the organisation of a fair-minded, well-informed workers' representative.

His position is often a delicate one and may easily be undermined by a rival electoral group: he is as likely to be accused by one side of being biased, as by the other of not being sufficiently partisan. As the elected representative of employees, he may be expected by some of them to pursue regardlessly their immediate advantage, and will be suspected of self-interest if he attempts to put the management viewpoint. Conversely, because he is a workers' representative, management may suspect him of overstating his case.

Fair-minded representatives should be valued by both employers and employees, regardless of which side they represent. They alone can make joint consultation successful.

The Single Objective. The word "representative" is itself ill-chosen for consultative bodies; it carries with it an unmistakable implication of party interest—the antithesis of consultation. Far better would it be to avoid entirely any descriptive classification and to elect members in equal proportions from management and labour. Their objective should be one: to advance the interests of the entire organisation, recognising that in doing so the welfare of each individual employed is also enhanced.

A joint consultative council should not be allowed to become merely a complaints committee, nor a platform from which individuals can exercise their frustrations. No doubt the opportunity of using a meeting for these purposes has some value, but not to joint consultation and the atmosphere and reputation of such discussion can be poisoned in this way. It is less likely that a meeting will be misused if the alignment of the two sides into representatives of workers and management is dropped. When each member regards himself (and is regarded), as having specialist knowledge of the section he comes from, and the duty to pool this knowledge to assist the council to reach sound conclusions, real advances will be made. No conclusions or recommendations can be sound if, because of lack of contact, they fail to take into account the opinions and prejudices of the mass of employees. Members from the shop-floor can provide this contact.

Adequate Representation and Cost. The number of members needed adequately to represent all employees, will be determined largely by the size, structure and activities of the organisation. But cost cannot be ignored. The cost of any meeting held during working hours can be considerable, not only in the aggregate of wages and salaries paid during the period of attendance but also in the dislocation caused when workers are not available in their usual places. Apart from this, the smaller the committee, the more productive and expeditious it usually is.

Social Opportunities for Contact. Problems of contact become extremely difficult when small groups of men work in isolation, as they do when a number of workshop sections contribute to the finished product. Contracts necessitating deployment of small groups on outside work, as in the building trade, pose similar problems, not only because of the small size of the groups but because of the constantly varying composition of them. Under these conditions, no member could hope to keep in touch with employees during working hours. There are other times and places such as the Sports Club bar, where employees express themselves freely and any person who is *persona grata* to them is likely to have the best opportunities to appreciate their viewpoint. Points of social contact between council members of either side and workers of all grades should not be neglected at any time, and in circumstances where keeping in touch during normal hours is difficult, they are of the greatest value.

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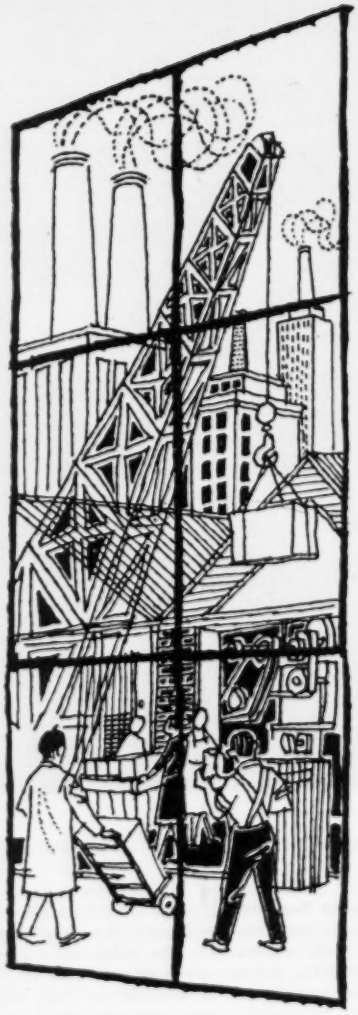

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Discussion Leader

Staff patterns defined

I HAVE received several letters discussing the topic of fair play, which was raised in the April issue. Managers must be "scrupulously fair", but an individual manager may subscribe to this principle and still not achieve fair decisions.

So the supervisor dared not grant extra leave at Christmas to one employee (although he had worked overtime during the summer), because he felt that others would ask for a similar concession. One of my correspondents has a solution for this problem. He says:

> *"Fairness is difficult to define and each request usually presents an individual problem, but I think that many executives have too great a fear of precedent. The important point is whether there is a good reason for granting a concession in any one case. What may be a good reason in one set of circumstances may not be valid in another, but the executive making the decision must always be able to justify it in the eyes of his staff".*

Professor Tannenbaum of California University has a phrase for this quality of management—"action flexibility". A manager who is to be fair to everyone must get away from the idea that this means treating everyone alike: he must be flexible in his approach, dealing with each member of his staff according to his individual needs.

Miss P. M. Clutterbuck, staff controller of Jones & Co., Ltd., Bristol, makes a similar point very effectively. She writes:

> *"I should deem it advisable to have an arrangement, that staff working extra hours and not receiving cash benefit should be allowed time-off in lieu on a certain date, suitable to the firm. If staff wished to keep the day (or days) for a special event, it would be sympathetically considered and, provided the firm did not suffer, it would be granted.*
>
> *"If other staff applied for time-off, this would be refused as the time-off was not given as a concession but because the man had done extra work. This attitude by management might encourage more volunteers when extra duties are required".*

Another writer emphasizes the importance of employees understanding how the firm is organised.

> *"It is not only the mere existence of good organization which is important; staff should have the opportunity of seeing for themselves that it exists and how it works. In my experience, such a personal view, with thorough explanations of the various functions of the Company's departments, leads individuals to realise that the firm is not a huge impersonal machine, but something which is operated by human beings.*
>
> *"I have found this to be well demonstrated in my own firm when I have taken small groups on day trips to our Head Office. Apart from the pleasure of the outing, our staff were unanimous in their praise of the educational value of these visits. They were impressed by the efficiency of our Head Office departments, which they previously regarded as obstructive and creaky machines, and the friendliness with which the members of the Head Office staff received them and explained their work.*
>
> *"Our Head Office people also were surprised by the enthusiasm of our staff and their penetrating questions which dispelled the erroneous impression often held that those in 'out-stations' were slow-moving yokels. Both parties have benefited enormously and, as an onlooker in charge, I could see eyes being opened on both sides to new appreciations and a new respect.*
>
> *"There are few things more profitable than a personal view of the firm's organisation and personal contact with one's business colleagues."*

Other firms have tested the value of this approach, especially when they desire to break down long-standing attitudes of hostility or suspicion which have grown up between groups within a firm. In one retail firm, for example, shops have been classified in the past according to their size and importance. Much rivalry existed between the shops classified differently, both combining to share a common dislike of head-office and all its ways. This firm is now consciously trying to break down these old rivalries and suspicions. Again, the methods used combine a reorganisation with a broadening of management attitude.

We would like to hear of other cases of improved communication — at every level of employment.
A guinea is paid for each letter published

Shops are being regrouped not according to size and importance but according to districts. The staff and management of each shop are being encouraged to see themselves as a unit within this district which is itself a unit of the larger organisation. To foster this concept, managers are being given the opportunity to meet each other at a series of conferences. At both district and national level, they make friends with their colleagues and discuss thoroughly the policies of the firm and how best to use them in varying circumstances. Sessions are held where the managers practise the actual implementation of these policies.

Members of the head-office staff also attend these conferences and are able to put the head-office point of view; and senior managers explain why they need information from the branches and the reason for some of their more criticised instructions. The picture is by no means perfect yet. Branch managers still complain that they are receiving instructions from head-office without explanation. Under the new system they are entitled to write and ask for a clarification. So in this firm too, a better organisation is slowly being created and the staff are being given the opportunity *'of seeing for themselves that it exists and how it works'.*

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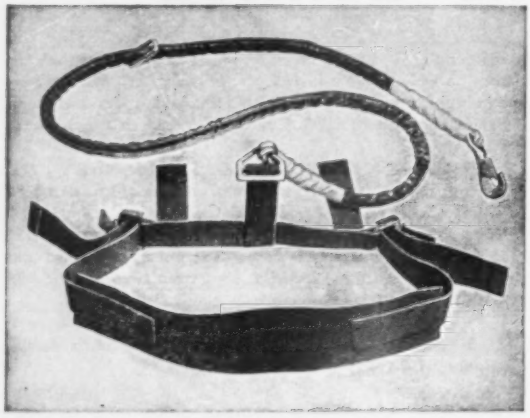

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TI9

Film manufacturers rely on engineers for basic safety

by W. L. Edwards

ONE firm which cannot be accused of neglecting safety, when designing their plant, is Bexford Ltd. At their Manningtree, Essex, factory they have a mechanism for unloading a finished roll of film base from a film-casting machine and delivering it into a transporter truck. An illustration appears on page 34.

Mr. T. M. McCullough, H.M. Chief Inspector of Factories, says that he has never seen anything quite like it before, and that this mechanical-handling method could easily be adopted with advantage in other industries on the grounds of safety and efficiency.

(At RoSPA's annual conference in May, delegates were roused by Mr. Brian Shackel's censure of the designer's slowness to share in safety planning. His view was that management could profitably establish an operator-and-safety phase in the design programme.)

An associated company of BX Plastics Ltd., and Ilford Ltd., this firm was formed in 1946, originally at the instance of the Ministry of Aircraft Production, to produce photographic film-base. The capital cost of the plant was over two million pounds and since Bexford Ltd. is now *the only British firm making photographic film-base*—not merely for ordinary roll and cinéfilm, but also for X-ray filming—its product involves a saving in hard currency of more than 5,000,000 dollars a year.

The Bexford plant is admirably relieved by fine lawns, and near the factory gates a coloured display cabinet catches the eye. This reveals their safety score — yellow markers for an accident record the same as last year's, red for worse than last year and green for an improvement on 1958. Clearly, this is a firm where management intends to communicate its care for safety.

To view the operation of the device which has attracted such attention, I entered a section of the works normally closed to visitors, because of the exceptional need to keep the film free from dust. Accompanied by Mr. W. H. Scott, chief engineer, who played a leading part in the formation of this company and now enjoys an almost patriarchal position in this comparatively new firm), and by Mr. J. Gee, chief draughtsman, I was obliged to wear nylon overalls, cap and overshoes to ensure that the minimum of dust was smuggled into the working area.

For many years, photographic film-base has been made from a solution of cellulose derivative in organic solvents, by spreading or 'casting' the thick solution known familiarly as 'dope' on to a moving surface with continuous evaporation of solvent until a coherent film has been formed, which can be stripped off the moving surface. This film-base is then passed through seasoning cabinets where the residual solvent is removed and, at some stage in the process, coating and backing solutions are put on to the film to provide a 'key' for the subsequent emulsion coating.

Safety Unit

A mechanical-handling device was designed by Bexford employees for the removal of several hundred pounds of this rolled film from the end of the massive 'casting' machine. It was certainly a privilege to witness the complicated ritual that begins when a spool bearing a specified length of film-base is ready to be extracted; and to note how much strain and difficulty had been taken out of the manœuvre by the ingenuity of the chief engineer and chief draughtsman at my side. The semi-technical account that follows, of a working operation at the Bexford factory is itself proof of how well *their safety thinking has been realised in machine-building* and also, how difficult it is to separate the operators from their activities at the machine.

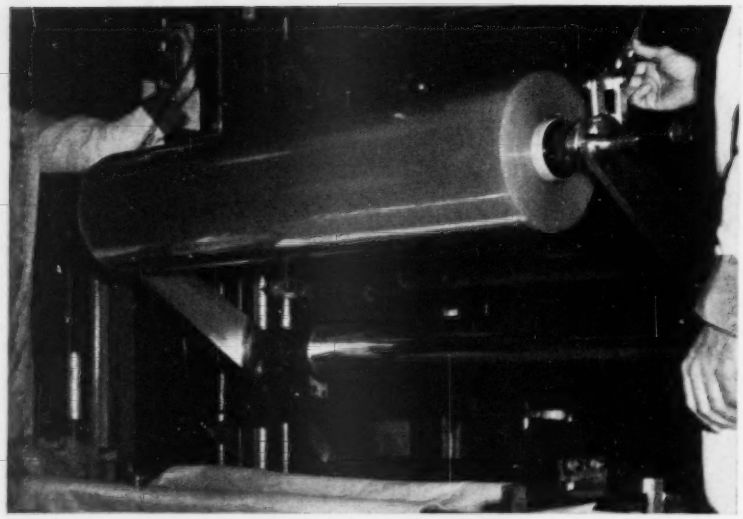
A bell is set to ring when the roll is 20 feet short of completion: this serves as a warning to the two operators who are in the vicinity, that they must be ready. With no great effort, they raise the door of the 'casting' machine—there are balance weights on the sides—and engage spring-loaded hooks on the ends of the spool. The drive is then disconnected and, with a sharp knife, the film is cut. The roll is now ready for lifting.

The heavy roll then travels up the back of the two unloading arms and automatically stops in the correct position. Once more, no physical effort is required. As the motor is still running, a new spool is inserted and when the film has been started on it, the drive is re-engaged. It should be appreciated that, up to this point, there is a time-limit on each action so that it is an immeasurable aid to have built-in mechanical assistance for work which, if tackled in haste or incipient panic, could cause severe injury or even foul this machine which cannot be stopped.

No risk

A trolley is then brought up to the mouth of the machine and two levers are locked to it—automatically. On operating a safety catch, the weighty roll drops into the two arms which fall out towards the trolley: but they are controlled through the air by an exhaust mechanism so that for the last two inches of its travel, the arms move slowly through the air. The scissors hooks on the spool are unhooked and the trolley can be removed. Of particular interest are the double safety catches to ensure that *even if the lifting and transfer mechanism fails*, there is no risk of the load being dropped suddenly as each hazard has been anticipated on the drawing board. "*We*

"Correct handling eases effort" is the theme of this year's National Industrial Safety Week (November 23-28) organised by RoSPA.



Two men operating this pneumatic unloading gear can handle hundreds of pounds of rolled film-base without risk of strain

always try to bring safety in at the start in our designs", was Mr. Gee's comment.

But for this piece of clever engineering, the two men would have to lean into the machine—access is difficult as it must be completely enclosed to be dust-proof—and they would have to lift the outsize spool of film-base from positions some feet away from the centre of the resting load. *A situation fraught with obvious hazards has been avoided—and this is clearly worthy of a more general application.*

With this in mind, I spoke to Mr. S. J. W. Palmer, safety officer, who was formerly employed in the chief engineer's department. So far this year they have suffered only two lost-time accidents, and the accident frequency rate at the factory is 1.44. Mr. Palmer is aware of his good fortune that the directors of the firm are interested in the safety programme: and he was also proud that protective clothing is supplied free of charge at Bexford — in some cases to protect the product, in others it is for the benefit of the wearer. In a works where one-third of the employees wear safety shoes, a considerable proportion of those in hazardous positions have frequent reminders of possible troubles. *But their safety committee believes in planning*, and one of their recent schemes shows appreciable originality.

Last year, the committee organised a party and invited a few well-known professional sportsmen to join them. The idea was to show that if nationally-respected and popular personalities take the trouble to don a rich variety of protective clothing for playing games, then there is every reason for others, in their working lives, and less confused by temporary enthusiasms, to guard life and limb with elementary caution.

Sporting Angle

It worked. A little dressing-up went a long way. The professional footballer with his shin guards, a former Test cricketer in pads and gloves, a dirt-track rider in helmet, leathers and boots, and even a jet pilot—safety from head to toe—each gave a short talk in the interval. Partly humorous, partly serious, they gave their reasons for wearing protective gear—all in three-quarters of an hour. *What better evidence could there be of the success of this demonstration than the fact that it was talked about in the workshops and offices for weeks afterwards.*

Good ideas have flourished in this thirteen-year-old organisation. The chief engineer at Bexford easily recalls the days in 1946 when the builder's hut at Manningtree was also their conference room—and the present personnel manager was his secretary. The firm's personnel and safety policies have been implemented enthusiastically by his department; and the accident rate alone shows how the whole factory is now indebted to this thoroughness of top technical staff, eager to mix the initiative that accompanies a new venture with their own reasoned foresight.

FOURTEEN NEW VISUAL AIDS

THE CENTRAL FILM LIBRARY has added the following films to its industrial section. They are not included in the latest library catalogue:

Work Study Aids Builders (15s., 25 mins.).

New Lease of Life (15s., 24 mins.); the work of the Ministry of Labour's industrial rehabilitation units.

Methods Analysis (5s., nine mins.); approach and techniques of the methods analyst in studying manufacturing cycles; indicates methods of gaining employee co-operation.

Physical Facilities (5s., 11 mins.); organisation, location, type of buildings, layout and plant.

Job Evaluation (5s., 10 mins.).

Internal Organisation (5s., 12 mins.).

Sell as Customers Like It (15s., 28 mins.); training film for sales staff in chemists' shops.

Safety and the Foreman—Part 1: No one else can do it (5s., 13 mins.); checking equipment and learning lesson of each mistake made.

Safety and the Foreman—Part 2: Fact Finding not Fault Finding (5s., 13 mins.); removing the causes of accidents.

Safety and the Foreman—Part 3: Foresight not Hindsight (5s., 11 mins.); use of ladders, turntables and lift trucks.

Safety and the Foreman—Part 4: What they don't know can hurt (5s., 12 mins.); importance of teaching workers what they do not know. Example: why smoking is forbidden.

See it Now—Automation (eight reels £2, 83 mins.); part of Edward R. Murrow TV series.

One to a Customer (5s., 12 mins.); importance of protective clothing in industry with special reference to protection of head, hair, hands and feet.

No One Answer (two reels 10s., 23 mins.); how a supervisor must vary his methods according to the personality of the worker. Case study of supervisor and two workers in a telephone company.

Men Who Manage, by Melville Dalton. *Chapman & Hall, 55s. 6d. post paid.*

THIS STUDY of constructive compromise and its mechanisms is based on confidential case material. Instead of regarding the organisation as a fixed structure, the author presents it as a shifting set of disruptive yet contained phases of action. The formal behaviour and the unofficial activities of management—in its efforts to attain its goals—are carefully analysed.

Planned around discussions of typical and recurring problems that develop in every enterprise, Dr. Dalton's book investigates the collaborative struggles between two types of executive: those to whom method and procedure are paramount; and those who adapt and reorganise official directives by stressing ends over means.

The Cost of Labour Turnover. *British Institute of Management, 18s. post paid.*

IN SOME COMPANIES labour turnover adds ten shillings a week (or more), to the cost of each individual employed. This publication is intended to *"assist management in deciding what importance to attach to the problem of labour turnover and how much can be gained by initiating similar studies of cost in their own companies"*.

A summary of the main conclusions of the investigation is followed by a section under six headings: advertising, ineffective learning time and scrap, overtime redeployment, extra labour employed, cost of lost sales; and the fixed costs—the personnel department, medical and training departments.

The BIM method of costing is compared with other cost formulæ in one of three appendices, which also include descriptions of the financial effects of labour turnover among manual workers in sixteen different companies. A bibliography is also included.

Employee Holidays in British Industry, by Charles Grundy. *Industrial Welfare Society, 11s. post paid.*

MOST PEOPLE in British industry work for only two-thirds of each year. This is revealed by a new IWS survey showing that, in addition to the 104 work-free days created by the almost universal application of the 5-day week, the majority of British workers receive ten working days paid annual holiday plus six Bank Holidays. What is more, about one firm in three grants extra paid holidays for long service.

Fewer than one in a hundred British industrial companies now offer less than two weeks annual holiday to any employee. (An IWS survey in 1954 revealed that eight out of a hundred firms gave less than two weeks paid annual holiday to manual workers.)

The holiday arrangements of 379 British firms in 37 industries (employing 885,181 people) are examined. Forty per cent of these firms grant a standard paid annual holiday of two weeks to all grades of employees; whilst the other 60 per cent maintain some degree of differential between staff and workers.

Individual Behaviour and Group Achievement, by Ralph M. Stogdill. *Oxford University Press Inc., 41s. 3d. post paid.*

THE THEORY OF ORGANISATION which this book develops is based on the assumption that the structure and workings of a group can be described in terms of the behaviour of its members, interacting with one another. In its turn, this interaction is presumed to transform the individual's personal contribution to the group. One conclusion of the author's studies and researches is that group achievement consists of a larger number of factors than is generally supposed.

Although he admits to presenting no ready-made solution to group problems, Mr. Stogdill maintains that his theory may be useful in their diagnosis, as it helps leaders to better understand those factors that are involved in organisation structure, operations and achievement.

The Year Book of Technical Education and Careers in Industry 1959, edited by H. C. Dent. *A. & C. Black Ltd., 32s. post paid.*

THOROUGHLY REVISED, this third annual issue has been expanded considerably. It now consists of 1,138 pages of reliable and up-to-date information on the facilities for scientific and technical education.

A large section is devoted to career possibilities in industry and agriculture for young people, with details of the educational qualifications demanded for entry, the nature and duration of the specialist training required and the various prospects of promotion in each case. Another important section deals exhaustively with industrial associations, federations and firms providing organised schemes of training.

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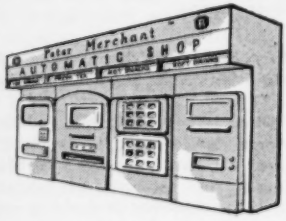

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Plan for tomorrow's labour force as turnover is sliced

Mr. L. Hawkins, personnel manager at Simms Motor Units Ltd.

by Bernard Sluman

HOW do you go about reducing your labour-turnover figures? Is it simply a question of providing attractive fringe benefits, de-luxe working conditions, bumper wage packets and excellent prospects? There are many firms who boast these offers —or some of them—yet they fail to retain a solid working force. Simms Motor Units of North London, who employ about 1,800 workers, have reduced their labour-turnover from 26 to 17 per cent in three years (1956-1958). The drop has coincided approximately with the arrival of Mr. L. Hawkins, personnel manager, and the development of his department.

Mr. Hawkins makes no attempt to claim the credit. For example, he says the factory is in an ideal position: there is no real industrial competition within a radius of five miles, and there are several extremely good schools in the neighbourhood. So he imagines that there is no great difficulty in recruiting the right numbers of employees and in keeping them with the firm.

Joint Selection

But there must be more to the question than this. Especially so, when one remembers people who have been recruited under similar conditions, only to leave other firms after a relatively short time. There are the rolling stones who never come to stay, despite many an enlightened personnel policy which gives them all they could desire. Therefore, there must be some special means of keeping workers, and we can learn a great deal from a man in the position of Mr. Hawkins who has an abundance of available labour.

Careful selection is one sure means of establishing a permanent working force for any firm. There is more chance of keeping employees by first making sure that the men and women who are selected are compatible with the work for which they are hired.

Simms's selection procedure is the essence of simplicity, and is in two parts. An applicant is interviewed first of all in the personnel department —either by Mr. Hawkins or by one of his assistants. This meeting is designed to learn and to note the usual particulars of education, school record and any previous experience. The aim is to assess whether the applicant is generally suitable for the kind of work which Simms offer. When the personnel department is satisfied that it has found a likely applicant, it passes him on to the departmental head, foreman or supervisor who then interviews him on a technical basis. In nine cases out of ten, says Mr. Hawkins, line management accepts a candidate who has been recommended by the personnel department.

One particularly useful feature of the interviewing technique and pattern at Simms which appeals to Mr. Hawkins is that there is no division of responsibility for the hiring of labour between the personnel and production departments. Both have an equal claim to praise or reprimand in the case of successful or unsuccessful employees.

Impartial Sincerity

From such large resources of potential labour, as one would expect, Simms are swamped with applicants; and this they put to good use. For example, it is always possible for a person seeking employment to call for an interview. In this way, Mr. Hawkins maintains a substantial reserve of interested candidates should a vacancy occur—and they can do this with amazing rapidity, he adds, especially if a department expands or a new one is created.

Sincerity is one quality that Mr. Hawkins insists upon, if this sort of procedure is adopted. When applicants are interviewed and there is no immediate vacancy, they are assured that they will be considered for future posts. And this is no idle promise: each interview record is filed in chronological order so that *complete impartiality is achieved when the time comes for filling positions in the factory.*

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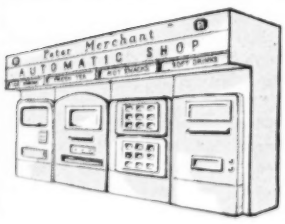

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Basically, labour-turnover figures can often be reduced by taking great care when selecting personnel. But Mr. Hawkins also has an eye to problems which arise after recruitment. He pays particular attention to the other end of an employee's working life with the firm.

Whenever a worker hands in his notice to his immediate superior—manager, foreman or supervisor—the personnel department is informed. As soon as possible after receiving this notification, the personnel manager arranges an exit interview with the employee. The purpose is, in the first place, to seek out the real reason for his wishing to leave. (Mr. Hawkins feels that employees will reveal this information more readily to him than to a line manager.) Another purpose, most important in some cases for the firm's prosperity and from the point of view of reducing labour-turnover, is to persuade the leaver to stay with Simms.

Of course, some reasons are unassailable: marriage, pregnancy, national service, etc. But there are cases where men and women are unhappy in their work, and for reasons which the firm can effectively control: bad working relations, dislike of the foreman, frustration in the job, etc.

In these conflicting circumstances, there are two separate gains from the exit interview. In the first instance, line managers are now prompted to delve more deeply into their workers' problems, and to find out in more precise terms their reasons for leaving. *To do this, they must obviously take a more active interest in the workers under their supervision.* In other words, foremen are encouraged to devote greater attention to the human relations aspect of their jobs instead of contenting themselves solely with seeing that production is maintained.

The second value of the exit interview is that it casts a revealing light on working conditions, organisation and group behaviour—all of which are seen from the worker's point of view. In this way, study of their motives for handing in notice helps all departments to arrange the work in such a way as to retain the labour and to provide the best conditions of employment. Naturally, every complaint does not merit a complete reorganisation of the work process; but where something can be done *management, through the personnel manager, has been shown where improvements can be made.* The opportunity of retaining labour, thus saving further induction, selection and training costs, is an advantage which is extra to those which improve internal relationships and organisation.

Mr. Hawkins certainly has not rejected all other means of keeping his satisfied labour force. The firm attempts to provide employees with benefits and conditions that will encourage them to stay: piece-rate systems and a bonus scheme, plus an attractive works restaurant. There is also a plan to create positive working groups in the factory. Like many of his colleagues, Mr. Hawkins feels that people work better and more effectively in a team, rather than as individuals.

Other firms will surely have to begin thinking along lines of improving their selection procedures, works organisation, supervisory development, etc., as the "Bulge" looms closer. When it arrives in full force, many companies will be in the same "fortunate" position as Simms, regarding the availability of labour. They could learn lessons from Mr. Hawkins who, in making sure that he fills vacancies with the most suitable people, is expecting to reduce his labour-turnover figures even further this year.

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Vending

THREE COLUMN SALES

INDEPENDENT coin selection on each column of this new Ambassador vender means that a wide variety of goods can be sold from just one single model. Despite increased capacity, the machine weighs only 76 lb and measures 35-in. high, 19¼-in. wide and only 6¼-in. deep. It is

illuminated and fitted with a perspex viewing window, plus a strong grille designed to assist in the prevention of burglary. The makers feel that its design and appearance will suit almost any position on industrial locations. Its sheet-steel construction gives extra strength and durability. The Ambassador is available either for outright sale or on hire purchase.

Enquiry Ref. No. V9/1

For details, use enquiry coupon — pages 39/40.

Cleaning

GETS DOWN UNDER

IMMEDIATE delivery, with a 12 months' guarantee, can be effected on any one of the three new Electrostar floor-cleaning machines. All models are fitted with three 6-in. polishing brushes and a set of three felt pads for finishing. Also standard are the built-on transit wheels. A special feature common to the machines is that they are extremely low-built at the front of the nozzle, thus allowing the machines to work under heating pipes and low furniture. Special brushes for scouring are an available extra, and it is hoped that wire-wool discs and sanding discs will soon be obtainable. Individual specifications: **Model E.1:** Polisher with 400 watt AC/DC motor that gives a brush speed of 600-800 r.p.m. Weight 22½ lb, fitted with 50 feet of three-core cable. **Model E.2** (illustrated): Polisher/Vacuum fitted with 480 watt AC/DC motor. Weight 26 lb, complete with vacuum bag and 50 feet of three-core cable. **Model E.3:** Polisher/Vacuum fitted with 650 watt AC/DC motor. Weight 46½ lb, complete with vacuum bag, adjustable nozzle and 50 feet of three-core cable.

Enquiry Ref. No. C9/1

KILL DISEASE-CARRYING FLIES

PERMANENT *control of flies with* **THERMAL VAPORISING UNITS**

Common house fly (Musca domestica) much enlarged.

Supplied & maintained by

DISINFESTATION SERVICE

Join the National Fly Control Campaign and kill these filthy pests before they contaminate food on your premises. Permanent control of flies can now be obtained with Thermal Vaporising Units which emit a continuous fly-killing vapour harmless to humans and animals.

PEST ADVISORY CENTRE

23 Bedford Square, London, W.C.1. **Lan 5455**

(With branch Centres throughout U.K.)

Please send details of your Fly Control Service.

Name .....

Address .....

.....DF26

EFFORTLESS WAXING

NO pressure, other than that provided by the 20-lb weight of this new brush, is needed to work wax into floors, say the makers. They add that the inset handle-hinge and balance make perfect wax polishing comparatively easy, even over large floor surfaces. To prevent damage to office furniture or surrounds, the brush has a P.V.C. trimmed buffer. The over-all finish is in red and grey, and the price

For details, use enquiry coupon — pages 39/40.

is £5. There is also a lighter brush (12 lb), which costs 65s.

Enquiry Ref. No. C9/2

Safety

LIGHT BODY PROTECTION

NEW aprons, made in the NCF 30 quality, lightweight fabric, are now available with a semi-matt finish in either black or yellow. The lightness of the fabric should give the wearer unrestricted freedom of movement. The makers feel that this quality will also make the apron especially suitable and popular with female operatives. They are also convinced that it will help to reduce fatigue and operator resistance, normally associated with the wearing of heavier garments over long periods.

Enquiry Ref. No. S9/1

VENTILATED HELMET

LIGHTNESS and strength are combined in a new type of industrial helmet which has a fibre shell and specially reinforced exterior to provide maximum protection. The cap mouldings are made in one size with an inner cradle of P.V.C.-coated nylon webbing, fitted with a polythene headband. This band adjusts simply in size from 6¼ to 7⅝ and is detachable for easy cleaning. Fluted air-vents on the outside of the helmet help to keep it cool when worn in hot climates or in conditions of extreme heat. The Cromwell M8/11 complies with the B.S.S. 2095 (Industrial Light Duty Helmets), and can be supplied with the B.S.I. Kite Mark under Licence No. 2959. Standard finish is black or white, although other colours are obtainable to order for quantities over 100. Cap lamp fittings will be supplied free, if requested when ordering.

Enquiry Ref. No. S9/2

Efficiency

ECONOMICAL LIFTING

IN one hour, for eightpence, this new stacker will lift 60 tons of material. The machine is hand-propelled and operated by Propane gas fuel, the advantages of which are said to be: there is no cumbersome flex, no heavy batteries, and the efficiency of the gas engine achieves a practically complete combustion that eliminates obnoxious fumes. The stacker can therefore be used indoors even in industries where,

PETER'S

SANITARY TOWEL VENDING MACHINES

provide these advantages

- A mechanism that can be adjusted to operate on any number of coins.
- A choice of brands — soluble and non-soluble.
- An assurance of unlimited supplies.

Particulars from:

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Telephone: PARK 7608

ATV Vending Machines provide—

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- Perfect Stock Control
- A Service for ALL
- A Saving of Time

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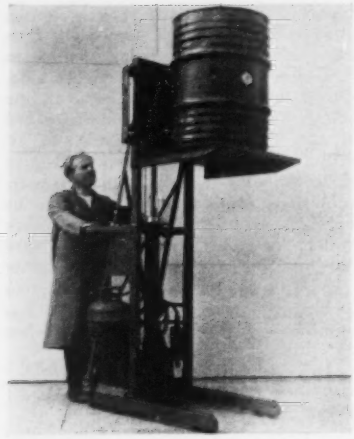
We supply machines for all commodities

AUTOMATICS TRADING & VENDING CO LTD
174 Perry Vale, London S E 23 Forest Hill 0411



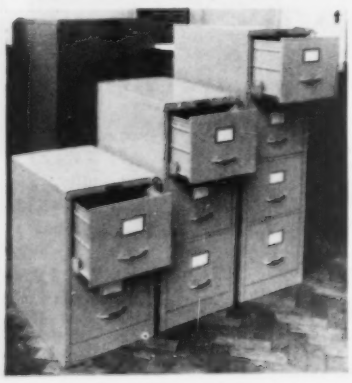
until now, it was not possible to use internal combustion engines. A considerable saving in gas consumption has been achieved by linking the operating lever for the lifting movement to the throttle of the engine. The throttle is opened only during the lifting performance of the machine, and reverts to "tick over" during lowering and waiting. The 10-lb Bottogas containers are easily exchanged and refills cost 6s. 8d.

Enquiry Ref. No. E9/1

Office Aids

RUST-PROOF CABINETS

PROTECTION against corrosion, and no rust gathering on chipped or damaged equipment: these are the features which persuaded the manufacturers of a famous range of office equipment to make all their future products from Zintec, the sheet metal with a zinc coating, electrolytically deposited. Amongst their latest additions are these vertical filing cabinets with two, three or four drawers. A special feature of the cabinets is the compressor plate for keeping files upright and for separating the drawer into compartments. It requires no channel slide and is secured by means of rubber grip-pads which extend outwards as the compressor is put in the required position. It is easily removed and altered. Finish: olive green or grey.

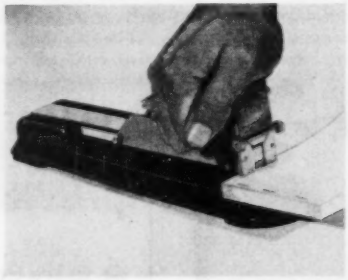


Enquiry Ref. No. O9/1

Further details of the items featured in 'Equipment Market' can be obtained by returning a completed enquiry reply coupon—pages 39/40.

WILL NOT JAM

DESIGNED for fastening manuals, wads of instructions, etc., the Giant heavy-duty desk stapler will deal effectively with up to 150 sheets at a time. It will also penetrate hardboard and light metal. A major mechanical improvement is the built-in staple guide which supports the staple shank until it has penetrated completely. To avoid jamming, a ratchet device prevents two staples from moving simultaneously into the stapling channel. Three different sizes of staple, $\frac{5}{16}$ in., $\frac{7}{16}$ in. and $\frac{9}{16}$ in., can be used in the machine without alteration. Other features: rubber feet to prevent slipping or scratching; a removable front plate for easy servicing; and a deeply anchored hinge to reduce "whip". Price: 6 guineas.



Enquiry Ref. No. O9/2

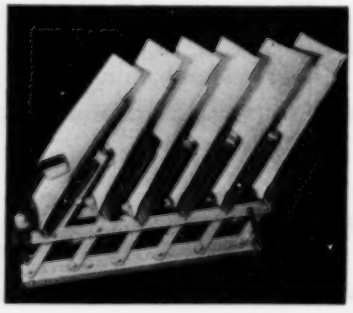
EASY ADJUSTMENT

WITHOUT getting up from the chair and without swivelling, a draughtsman can adjust the height of this newly designed chair until he is quite comfortable. All that is required is for him to release the lever, when the seat will automatically rise to its maximum height. Slight pressure on the seat is sufficient to lower it to the required level. Models are obtainable with height ranges of 18-23 in., or 24-31 in. All are fitted with an adjustable backrest, and are upholstered in foam rubber with vynide or moquette covering. At all heights, the draughtsman can turn through 360 degrees.

Enquiry Ref. No. O9/3

ASSISTS HAND COLLATION

THIN paper presents many difficulties to those who wish to collate material by hand. The new Velodex machine has been designed to overcome these problems. A lever movement lifts the top sheet of each stack ready for quick gathering. A curved-neck support ensures that only one sheet of paper at a time is held up in a rigid



For details use enquiry coupon — pages 39/40.

position so that it can be collected without difficulty. Priced at 9 guineas, one machine will collate up to six sets of paper, although two machines can be coupled together to handle a greater number.

Enquiry Ref. No. O9/4

Welfare

TIMED AIR DRYER

AS a lower-priced alternative to the makers' existing electronically-controlled hand dryer, the Broughton Mark II is now available. The cost reduction has been effected by the use of a timed press-button switch. To

operate the dryer, the user simply pushes the button and, after adequate drying time (approximately 30 seconds), the machine is automatically switched off.

Enquiry Ref. No. W9/1

UNIFORM TEMPERATURE

THE heating source of the new Mark III hot closet can be gas, steam or electricity, so arranged to give a uniform temperature inside and a warm top working surface. It is made in a variety of standard sizes, although fittings can be provided to meet specific requirements. The working surface may incorporate a heated, stainless steel "bain marie" which can be of open type or fitted with rectangular food service containers. The doors, which are obtainable on one or both sides, are of box design, heat insulated, with a smooth sliding action in stainless steel, self-clearing tracks.

Enquiry Ref. No. W9/2

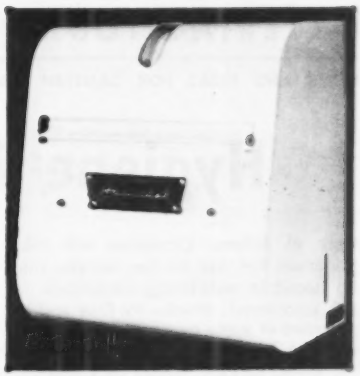
KEEPING UP APPEARANCES

A STOCKPORT firm that manufactures a wide range of industrial clothing is now pioneering the use of a new fadeless dye for overalls. Compared with a conventional sulphur-dyed garment which, they maintain, gradually loses colour after every wash, a fadeless-dyed overall is said to give approximately 25 per cent more wear, yet costs the same. The presence of the dye considerably strengthens the fabric thus increasing its resistance to abrasion. The fadeless material has been granted a Washability Certificate since it retains the original finish throughout garment life.

Enquiry Ref. No. W9/3

REDUCES WASTE

SLIGHT pressure on the front press-plate of this new Mark II paper-towel cabinet ejects a pre-determined length of paper towelling, from a large roll containing about 400 feet of paper. Thus the makers see two attractive features: an ample yet economical portion of towelling for each user, and the elimination of frequent refilling.

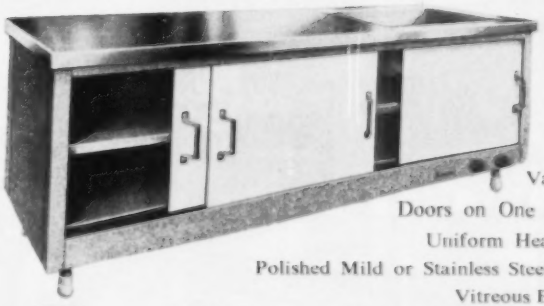


The operating mechanism is said to be virtually foolproof, consisting of a minimum number of rust-free moving parts. Side apertures enable the towel content to be checked at a glance, and the cabinet is fitted with a locking device to prevent pilfering or waste. This dispensing cabinet is of all-metal construction, finished in white stoved enamel, and measures 12½-in. high, 10½-in. wide and 8-in. deep.

Enquiry Ref. No. W9/4

BENHAM HOT CLOSETS MARK III

STEAM, GAS & ELECTRICALLY HEATED



Variety of Sizes
Doors on One or Both Sides
Uniform Heating, Insulated
Polished Mild or Stainless Steel Working Top
Vitreous Enamelled Body
Top can include Bain Marie either open (illustrated) or fitted with Food Service Containers

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COOKING APPARATUS MANUFACTURERS · KITCHEN ENGINEERS
Birmingham · Bournemouth · Brighton · Glasgow · Cardiff · Manchester · York

by C. J. Elliott

Hygiene in the Works Canteen

Care of Stores. Groceries and other materials for use in the canteen must be stored in well-fitting containers. If left uncovered, attacks by flies and the presence of germ-carrying dust particles have to be reckoned with. Of course, no works canteen would be completely equipped without refrigerators, hot cupboards and heavily, plated-steel, insulated food containers. This equipment repays its cost many times over in the amount of food which it preserves.

Wherever unhygienic conditions prevail in the storage, there may be not only serious loss of food but employee sickness as well. In this context, our chief enemy is the rat which, apart from costing the country millions of pounds for what it devours, renders four times that amount unfit for human consumption. A few general rules must be followed to deal with this intrepid invader which sometimes has the entire kitchen to itself when the factory is closed.

Rodents. There must be no defect in the construction of the canteen; and naturally, precautions are best taken at the outset, when the site is being planned. The best form of protection starts at ground level. Floors should have a thick layer of concrete placed upon a layer of broken glass. Such a foundation will effectively discourage rats from burrowing underground to reach cellars and larders. Similarly, the lower sections of doors can present little barrier against the rat. Generally speaking, all-metal doors are the greatest deterrent and are sound from a long-term campaign viewpoint. Although wooden doors must eventually rot, they can be successfully adapted by having the lower portion (up to at least 12 in. from floor level), covered with thick sheet metal, so arranged that they close flush with the floor.

Other, ever-open doors for the rodent are ventilation gratings. Therefore, it is vital to carry out a periodic inspection to see that they are intact. Drains should be inspected with equal regularity, as should openings for fans and chimneys. A thick-wire grid is ideal for these vents, especially as it is not difficult for rats to find their way on to low rooftops.

Disposal of Refuse. Although, as I have suggested earlier, stores are now generally well protected in rigid, refrigerated and insulated units such as ice-boxes and hot cupboards, there remains the threat of contamination through the incorrect disposal of waste.

Refuse from the kitchen should be put into heavy bins, provided with close-fitting lids. Staff must be firmly instructed that the lids are to be securely fitted at all times, especially when they leave for the night. Slackness in this routine can destroy all other good works.

Every scrap of waste food must be swept up and put into bins at the end of the working day. Again, the success of this operation depends largely upon proper instructions having been given to the kitchen and dining-room staff.

Sinks. It is far better to use disinfectants to keep clean sinks and drains smelling sweet, than to use these fluids for masking bad odours that arise from neglected outlets.

To keep the drains and sinks clear, a full range of garbage disposal hoppers and grinders is available. The principle is that waste thrown into the hopper is ground into small particles which are then easily washed away with plenty of water. Anything left behind in the sink drainer can then be disposed of in the bins.

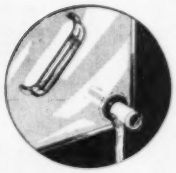
Education. All hygiene programmes are a combination of common "health" sense and having the right kind of equipment. Additional value will be given to the campaign, if you enlist the support of your industrial medical officer or his counterpart to give short talks on kitchen hygiene. Also a few well-placed posters will keep the topic in the minds of your staff. But in the last reckoning, it is a management duty to educate staff and to provide hygienic equipment. Food and time lost, because of contamination, is money down the drain.

This bright new industrial kitchen at the Finchley premises of Simms Motor Units Ltd. (see p. 37) is fitted with easy-to-clean, hygienic "Hot-Top" cookers

NORTH THAMES GAS BOARD PHOTO

Introducing ...

commonsense canteen cleanliness



Self Measuring Economy Dispenser. A standard dilution of one measure per gallon for dishwashing, kitchen use and general cleaning prevents waste and ensures cleansing efficiency. Fitted to all standard 4 gallon cans.

Leaflet—Test Sample
Quick, easy-to-read general information and Chemist's report are contained in our new leaflet. Write for your copy and testing sample Full Technical Service available on request.

For real all round efficiency you need *double-action** PROGENE, compounded from two different detergents . . . one, fast with grease for dishwashing . . . one, quick in surface cleaning. PROGENE also has balanced foam to discourage over-use and encourage economy. It is odour-free, non-irritant to the skin and also contains glycerine for extra protection.

It's good commonsense to compare PROGENE with the detergents you are now using . . . write for sample now. PROGENE cleans everything . . . *SUPER clean.*

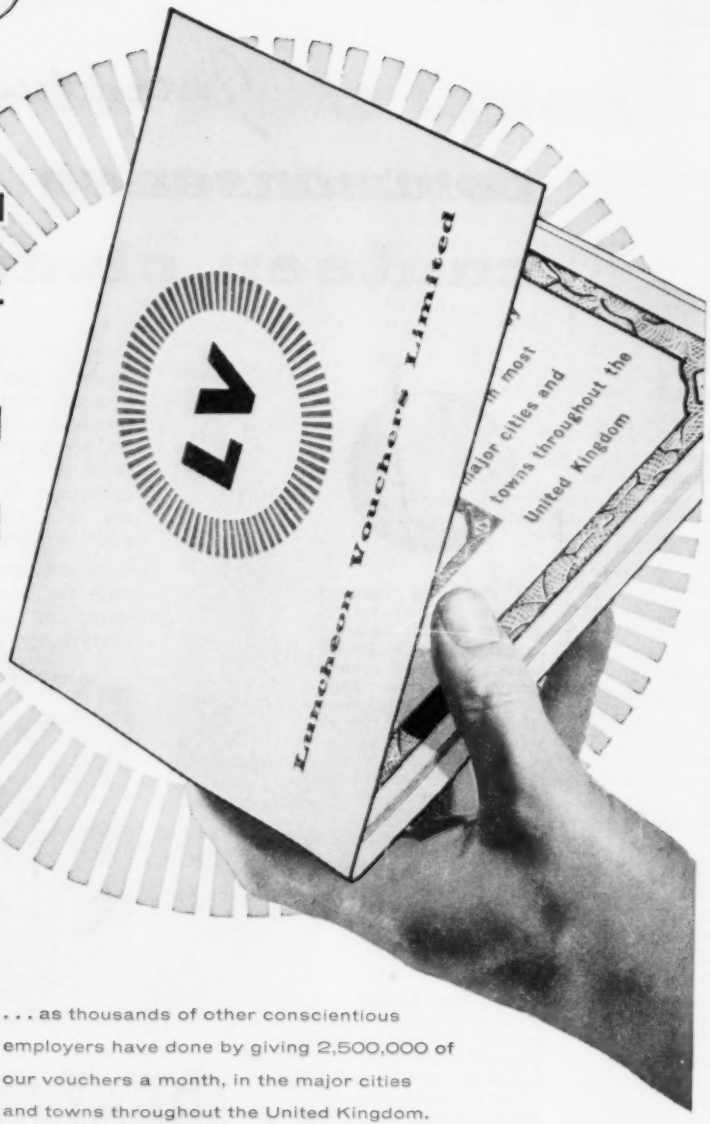
* *PROGENE is a combination of anionic and non-ionic detergents giving excellent hard surface cleaning and grease removal.*

PROGENE
THE *GLYCERIZED* DETERGENT

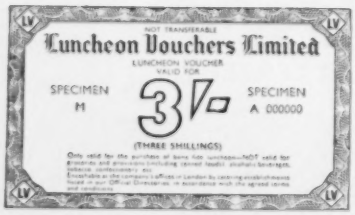
DOMESTOS LTD.—NEWCASTLE UPON TYNE, 6. PrIA359

L.V. TIME

May we send you a copy of our booklet, showing how you and your staff can benefit by our Luncheon Voucher service

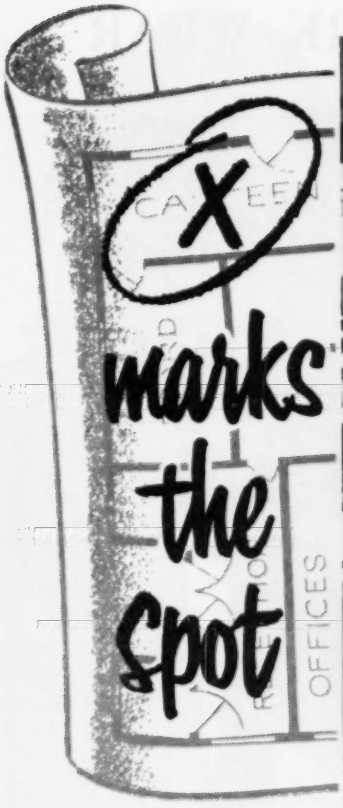


. . . as thousands of other conscientious employers have done by giving 2,500,000 of our vouchers a month, in the major cities and towns throughout the United Kingdom.



Luncheon Vouchers Limited

Saxone House, 74a Regent Street, London, W.1. REGent 5711



Ferguson Pailin Ltd., Manchester (an A.E.I. Company) works canteen.

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Works canteens—hundreds of them up and down the country—are planned, equipped and furnished by Shepherd's. They're colourful and cheerful. They have comfortable chairs, and tables firm as a rock. They are time-and-motion planned to make things run smoothly for everybody. Few amenities pull their weight like a good canteen.

To layout or modernise a canteen so that everybody in the business will be proud of it, call in the experts . . . Shepherd's. Let us carry the load for you, plan your canteen free of charge, equip and furnish it. We manufacture a range of tables and chairs that takes care of every firm's needs, and we build them to stand up to years of the hardest wear.

Our technical representative will be pleased to call for a discussion at any time—no obligation, of course.

For brighter canteens see . . .

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White long coats (for men or women)
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Firms Badge service now available. Please write for full details.

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SOLES AND HEELS

have these important safety features:—

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THERE'S A COMMANDO SOLE & HEEL FOR EVERY JOB

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'CLOCK-IN' TO SECURITY

LLEWELLIN'S WATCHMEN'S CLOCKS

ensure that your premises are patrolled regularly and completely and prove that your security instructions are carried out properly.

LLEWELLIN'S WATCHMEN'S CLOCKS

provide a clear, indelibly printed record of the time of your watchman's visits to strategic parts of your premises. The watchman *must* visit each keybox in order to actuate the clock's mechanism.

LLEWELLIN'S WATCHMEN'S CLOCKS

give printed proof of security.
Reliability guaranteed. Tamper proof. Number of stations unlimited. Regular Servicing.
Price: Clock, complete with leather pouch and sling **£34.** Stations each **17/6.**

Full details from
Llewellin's Machine Co. Ltd., King Square, Bristol, Eng.
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All hands 'on deck!'

Beware of cuts and grazes! Neglect can easily turn them into 'lost time' accidents. Protect them with PRESTOBAND—and keep your hands at work.

PRESTOBAND is a pure surgical cotton gauze bandage, specially treated to make it self-adhesive. It takes no time to apply, and speeds up the healing of minor injuries. It is easy and painless to remove—it comes off cleanly and leaves no mark. No first aid box is complete without PRESTOBAND. For bulk users, PRESTOBAND is supplied in a special 'Hospital Pack', saving about 40% on costs: 12-yard rolls, in three widths—⅝", 1" and 2". Samples on request.

From your usual supplier, or from the manufacturers, Vernon & Co. Ltd., Preston, Lancs. Tel: Preston Priory 83293

thanks to **PRESTOBAND**

THE ANTISEPTIC SELF-ADHESIVE BANDAGE

Sticks to itself, but NOT to the skin!

SAFETY FIRST

BARRYWALD REGD. ELECTRICAL AUTOMATIC INCINERATOR

THE ONLY INCINERATOR INCORPORATING OUR PATENTED SAFETY DEVICES

- ★ Manufactured by the first and leading Sanitary Incinerator Specialists in the world.
- ★ Guaranteed for one year and backed by a full service organisation.
- ★ Simple and cheap to install.
- ★ Approved by the Royal Institute of Public Health and Hygiene.
- ★ Regularly supplied to and approved by all H.M. Government Departments, Local Administrations and Educational Authorities, Hospital Management Committees, General Industry.

Patents 555062-621085 and Foreign Parts.

ECONOMICAL
EFFICIENT
FOOLPROOF
INDISPENSABLE

By the simple depression of a lever the Barrywald SanitaryIncineratorautomatically destroys sanitary towels, surgical dressings, documents, etc.

It solves major and vital hygiene and security problems in factories, offices, institutions, blocks of flats, etc.

Write or phone today for illustrated leaflet or demonstration.

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DIVISION OF ALLIED METALS LTD.

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HILL BROTHERS (SERVICE) LTD

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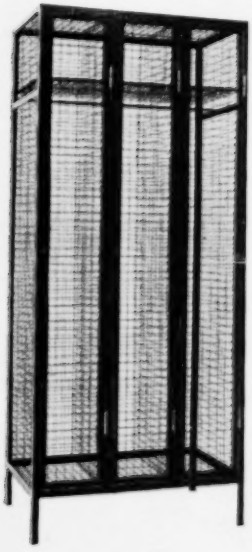
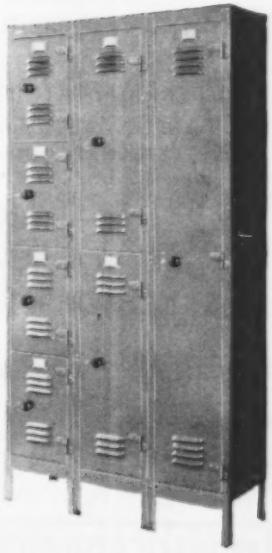


An Important Amenity

Friction between employees and confusion at going-home time may be avoided by providing separate receptacles for clothes and personal belongings. Such provision is also important in the interest of hygiene. 'Harco' Clothes Lockers provide the answer. They are made in sheet metal or wirework, in nests of up to five in one unit, with short or full-length compartments as required.

Steel lockers are fitted with 6-lever locks which can differ up to 1,600, wirework lockers carry hasps and fasteners for padlocks. Height of both types is 72 in.



'HARCO' CLOTHES LOCKERS

IN WIREWORK OR SHEET METAL

Please ask for Lists Nos. PMT 960 and 1009

Harvey

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W/SE/3

FOR TOILET HYGIENE USE
SOLID DISINFECTANT BLOCKS

LIQUID DISINFECTANTS ONLY A TEMPORARY MEASURE AND RAPIDLY "WASHED AWAY"

Remove the old
Bugbear of Foul Odours

DEODORIZE 24 HOURS A DAY

"G" BLOCKS FOR GENTS' CHANNELS

IMPARTS FRESHNESS TO URINALS

INSOLUBLE IN WATER
ABSORBS NOXIOUS ODOURS

3 Doz. 31/- 6 Doz. 61/- 12 Doz. 117/-

AIR PURIFIER TABLETS & PATENT PLASTIC HOLDERS

FOR LADIES' AND GENTS' TOILETS

REFRESHES THE ATMOSPHERE
PERMANENT TOILET HYGIENE
TABLET WILL LAST FOR WEEKS

PATENT PLASTIC HOLDER A permanent fixture to the door or wall. Tablet cannot be removed. Price - 4/6 - each Pat. 683238. Reg. 862807

DEODORIZE 24 HOURS A DAY

Remains effective until completely evaporated
3 Doz. 38/- 6 Doz. 74/- 12 Doz. 142/-

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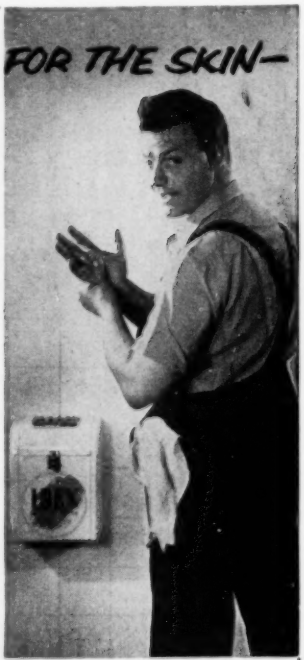

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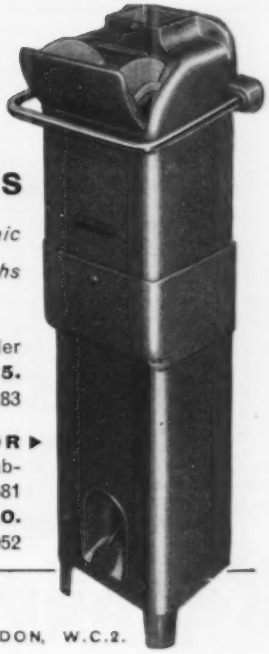

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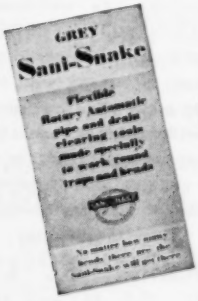

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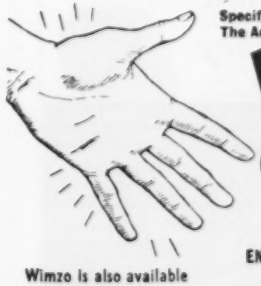

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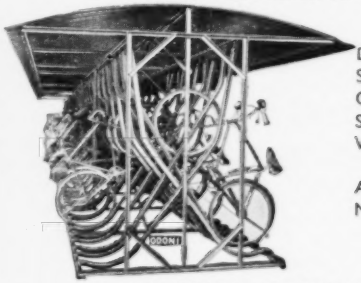

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